

**Tender Document  
for  
National Conservation Trust Fund (NCTF) Good Governance  
Practice Assessment Consultant**



## **TERMS OF REFERENCE**

### **National Conservation Trust Fund (NCTF) Good Governance Practice Assessment Consultant**

The Caribbean Biodiversity Fund (CBF) is inviting qualified individuals to submit their technical and financial proposals for the “National Conservation Trust Fund (NCTF) Good Governance Practice Assessment Consultant” consultancy bidding process. The objective of the NCTF Good Governance Practice Assessment is the delivery of organisational strengthening plans for the CBF and 8 participating NCTFs in Belize, Jamaica, Grenada, Dominica, Saint Lucia, St Vincent and the Grenadines, Guyana, and Suriname.

#### **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 three programs: (i) a Conservation Finance Program, anchored by a US\$75 million endowment fund, (ii) a Climate Change Program, focused on Ecosystem-based Adaptation (EbA), with a US\$50 million sinking fund and (iii) a recently<sup>1</sup> established Nature Based Economies Program which will be rolling out a Circular Economy (ACE) Facility.

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 leads the grant-making at the national level with resources from the CBF and other donors. To date, CBF has established 11 Partnership Agreements. 9 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

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<sup>1</sup> September 2022

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 NCTFs grantees which can include government, NGOs, small private associations (of fisherfolk and farmers for example), and research and academic institutions.

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

### **Caribbean Organizations for Resilience and Environment (CORE) Project:**

Under the Conservation Finance Programme, the Caribbean Organizations for a Resilient Environment (CORE) project aims to increase resilience to climate change of vulnerable groups in 8 beneficiary countries across the Caribbean: Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines, and Suriname.

CORE is designed for both on-the-ground activities to ensure positive impacts in tackling biodiversity loss and climate change effects and mainstreaming inclusive gender responsive (IGR) approaches in the Caribbean. The CORE project will be executed by the CBF. The CORE project is being financed by the Global Affairs Canada (GAC), with co-financing from the CBF.

The final beneficiaries of the CORE project will be 8 National Conservation Trust Funds in Belize, Dominica, Grenada, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines, and Suriname. CORE will involve the participation of Environmental and Women's Rights Organisations (EWROs) working in gender mainstreaming, communities, and other actors in the region working in biodiversity conservation and ecosystem-based adaptation. The participating NCTFs are; Protected Area Conservation Trust Fund (PACT), Dominica National Conservation Trust Fund (DNCTF), Grenada Sustainable Development Trust Fund (GSDTF), Protected Areas Trust (PAT), National Conservation Trust Fund of Jamaica (NCTFJ), Saint Lucia National Conservation Fund (SLUNCF), St. Vincent and the Grenadines Conservation Foundation (SVGCF), and Suriname Conservation Foundation (SCF) - See Annex B.

The CORE project consists of the following key outcomes:

1. **Intermediate outcome 1:** Improved performance of National Conservation Trust Funds (NCTFs) and environmental and women-rights organizations (EWROs) to protect biodiversity and promote climate change resilience for vulnerable and marginalized local communities, particularly for women

Immediate outcomes:

- a. Increased capacity of NCTFs to implement inclusive and gender-responsive (IGR) nature-based climate solutions (NbCs) to protect biodiversity conservation and promote climate change resilience programming in the Caribbean, particularly for women
  - b. Increased knowledge and skills of EWROs receiving NCTFs funding to design and implement IGR NbCS initiatives to protect biodiversity conservation and climate change resilience
2. **Intermediate outcome 2:** Enhanced viability of regional EWROs and conservation trust funds to expand the CSFA in support of inclusive and gender-responsive climate resilience in communities and conservation areas.  
Immediate outcome:
  - a. Improved knowledge and skills of CBF, NCTFs and regional EWROs to design sustainable, IGR financial mechanisms (FMs) that increase access of women to biodiversity and climate funds.
3. **Intermediate outcome 3:** Increased effectiveness of NCTFs and target Caribbean countries to advance agendas for the sustainable, inclusive, and equitable protection and gender responsive management of biodiversity conservation and climate resilience across the Caribbean.  
Immediate outcome:
  - a. Enhanced capacity of CTFs to coordinate agendas across the Caribbean for the sustainable, inclusive, and equitable protection and gender responsive management of biodiversity conservation and climate resilience.

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

## **2. OBJECTIVE OF THE CONSULTANCY**

The objective of this consultancy is the assessment of Standards of Practice and delivery of organisational strengthening plans for the CBF and 8 participating NCTFs in Belize, Jamaica, Dominica, St Lucia, St Vincent and the Grenadines, St Lucia, Guyana, and Suriname. Using the Practice Standards for Conservation Trust Funds<sup>2</sup>, the consultant will engage with the CBF and NCTFs to perform an organisational self-assessment. In particular, for the NCTFs of Jamaica, St. Vincent and the Grenadines, and Grenada the self-assessment will take the form of a CBF End of Agreement evaluation, which will identify an Action Plan for the second Partnership Agreement to be signed between CBF and these three NCTFs. Results of the Good Governance assessment will be used to design a mentorship program aimed at improving NCTF governance and financial management through workshops and in-country technical assistance.

## **3. AVAILABLE DOCUMENTS**

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

- Approved Logical Framework and Indicator Targets for the CBF CORE project
- CBF and NCTF organisational documents required to conduct the assessment
- Practice Standards for Conservation Trust Funds, 2020 by the Conservation Finance Alliance<sup>2</sup>
- Current CBF-NCTF Partnership Agreements
- Relevant policies and publications recommended by the CBF for alignment with the goals of the CORE project
- Any other CBF Conservation Finance Program documentation as needed.

## **4. SCOPE OF WORK**

The CORE NCTF Good Governance Practice assessment consultancy will assess the Governance practices of the CBF and participating NCTFs in 8 countries using the Practice Standards for Conservation Trust Funds. The consultancy is envisaged as a desk study from the consultant's home office with virtual meetings and support to NCTFs and the CBF. The Consultant will report to the CORE Technical Officer.

The consultant is expected to perform the following duties and tasks:

### **Task 1: Familiarization, desk study and Inception Report**

- Become familiar with the Caribbean Biodiversity Fund and the Caribbean Sustainable Finance Architecture including National Conservation Trust Funds (NCTF)

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<sup>2</sup> Bath, P., Luján-Gallegos, V. and Guzmán-Valladares A. (2020), Practice Standards for Conservation Trust Funds - 2020 edition, Conservation Finance Alliance, New York [Practice Standards for CTFS — Conservation Finance Alliance](#)

- Develop a work plan to conduct the tasks as laid out in this TOR

#### **Deliverables Task 1:**

- Inception Report outlining approach and work plan of the consultant.

#### **Task 2: Conduct an Assessment using the Conservation Trust Fund Standards for the CBF and 8 NCTFs**

- Conduct virtual meetings and interviews with NCTFs and CBF Secretariat as needed to deliver the assignment
- Adapt as necessary any material needed to conduct the assessment based on the Practice Standards for Conservation Trust Funds
- Provide the necessary training sessions for the NCTFs Secretariat and Boards of Directors to explain the application of the Practice Standards for Conservation Funds and to facilitate the assessment guided by the Practice Standards with the aim that the NCTFs would be able to conduct the self-assessment on their own in the future.
- Review existing organisational and project documentation of NCTFs which provide evidence related to the applicable Practice Standards
- Present to the NCTFs and CBF a summary of the final results of the Assessment

#### **Deliverables Task 2:**

- One CBF and Eight NCTF Good Governance Assessments completed using the Practice Standards for Conservation Trust Funds
- Nine Summary Reports delivered on the result of the CBF and each NCTF assessment
- Nine Powerpoint presentations that is to be delivered to the CBF and each NCTF with the summary of their Assessment result, and the main recommendations for improvement of the Standards

#### **Task 3: Delivery of Organisational Strengthening Plans for the CBF and 8 NCTFs**

The organisational strengthening plan should be an Action Plan to follow-up on the priorities for improving the Standards as a result of the Assessment exercise under task 2. This Plan should be agreed upon with the NCTFs, and should include the ranked priorities and a timeline for delivering the Actions.

- In close consultation with NCTFs, and based on the results of the Practice Standards self-assessments, develop an Organisational Strengthening Plan for each of the NCTFs. This Plan consists of the priorities for addressing the gaps and opportunities to improve based on the task 2 output. The actions need to be prioritised together with the NCTFs, and there needs to be a comprehensive response as to how the NCTF aims to address the gap, including a timeline.
- Understand gaps and identify opportunities through the presentation of an Organisational Strengthening Plan with clear, inclusive and gender responsive

monitoring and evaluation indicators and a timeline. The Plan needs to be discussed and agreed upon with the individual NCTF Board and their Secretariat.

- Summarise and present on the Organisational Strengthening Plans to the CBF and participating NCTFs.

**Deliverables Task 3:**

- One CBF and Eight NCTF Organisational Strengthening Plans.
- Nine PowerPoint presentations delivered to the CBF and each of the participating NCTFs highlighting priorities emerging from Organisational Strengthening Plans
- One Summary Report that includes at least: the overall NCTF Practice Standards assessment results and scores, and details of the engagement sessions with the NCTFs and the CBF. This report will describe lessons learned in the delivery of Tasks 2 and 3 and the recommendations for future assessments and a summary of each of the nine organisational strengthening plans.

**SCHEDULE AND DURATION OF ASSIGNMENT**

The Assignment is expected to commence in November 2023 and be completed by February 2023. The estimated effort by task described below shows an indication of the number of days required for each task, which shall be distributed during the consultancy period. The Consultant shall provide an analysis of the time requirements in the technical proposal.

**Estimated effort**

<b>Task</b>	<b>Time Input (working days)</b>
Task 1: Familiarization, desk study and Inception Report <i>Two weeks after contract signing</i>	5
Task 2: Conduct an Assessment using the Conservation Trust Fund Standards for the CBF and 8 NCTFs <i>Eight weeks after contract signing</i>	25
Task 3: Delivery of Organisational Strengthening Plans for the CBF and 8 NCTFs <i>Twelve weeks after contract signing</i>	24
<b>Total input</b>	<b>54</b>

**6. REQUIRED EXPERTISE FOR THE ASSIGNMENT**

The consultant shall have the following criteria:

- A post-graduate degree in business management, sustainable development, environmental studies or equivalent.
- A minimum of 7 years of demonstrated knowledge on conservation trust funds governance and management..
- Thorough understanding of the use of the CTFs Practice Standards as a tool for CTFs.
- Previous experience with working with a Conservation Trust Fund (CTF) would be a distinct advantage.
- Experience in environmental programme management, strategy development and governance in the Caribbean Region.
- Exemplary oral and written skills in English.
- Excellent interpersonal and communication skills (oral and written).
- Experience within a remote working team environment

## **7. HOW TO APPLY?**

This call is open to individuals only. Applicants shall submit applications via e-mail to the following address: [procurement@caribbeanbiodiversityfund.org](mailto:procurement@caribbeanbiodiversityfund.org) with Subject Line: “Proposal - National Conservation Trust Fund (NCTF) Good Governance Practice Assessment Consultant” addressing the overall concepts and methodologies to attain the work’s objectives (see Section 2), the specific tasks (see Section 4), and addressing the evaluation areas contained in the evaluation criteria (see Annex A).

The following documents shall be submitted as part of the application:

1. Proposed work plan including delivery timelines;
2. Proposed financial budget to execute the consultancy.
3. Curriculum vitae;
4. Cover letter describing;
  - a. Key work, including how experience relates to the consultancy objectives and expected tasks;
5. Names and contact details of three referees.

### **Selection Process:**

1. A compliance check for documents listed in above will be conducted
2. All complete applications will be reviewed by a Selection Committee against the evaluation matrix found below.
3. The CBF will contact the top candidate and negotiate terms for signing the consulting contract.

### **Consulting Contract**

The Proposal 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.



**Maximum Budget: USD30, 000.00**

**Application Deadlines:**

Applications shall be submitted by **Friday, November 17, 2023 at 11:59 PM US EST**. Late submissions will be automatically eliminated. The language of the Proposal and of all communication with CBF shall be English. The currency of the Proposal shall be USD.

Questions may be submitted by **Tuesday, November 7, 2023** via e-mail to the following address: [procurement@caribbeanbiodiversityfund.org](mailto:procurement@caribbeanbiodiversityfund.org) with Subject Line: “National Conservation Trust Fund (NCTF) Good Governance Practice Assessment Consultant”.

**Annex A**

**Technical Evaluation Criteria**

<b>Evaluation criteria and sub-criteria of the tender</b>		<b>Maximum</b>
<b>A</b>	<b>CONCEPT AND METHODOLOGY</b>	<b>48</b>
<b>1</b>	<b>Clarity and completeness of the tender</b>	<b>4</b>
1.1	Organization: clarity and form	2
1.2	Integrity (check-list) (compliance with requirements)	2
<b>2</b>	<b>Critical analysis of the project objectives and the TOR</b>	<b>14</b>
<b>3</b>	<b>Proposed concepts and methods</b>	<b>30</b>
3.1	Concept and approach on conducting 8 NCTF Self Assessments	15
3.2	Concept and approach on delivering 8 NCTF Organisational Strengthening Plans	11
3.3	Proposed agenda/work plan for delivery of the full assignment	4
<b>B</b>	<b>QUALIFICATIONS AND EXPERIENCE OF THE CONTRACTOR</b>	<b>52</b>
<b>4</b>	<b>Experience</b>	<b>30</b>
4.1	Demonstrated knowledge on conservation trust funds, governance and management	10
4.2	Understanding of the use of the CTFs Practice Standards as a tool for CTFs	10
4.3	Experience in environmental grantmaking in the Caribbean	7
4.4	Remote working	3
<b>5</b>	<b>Education</b>	<b>5</b>
5.1	Relevant post-graduate degree	5
<b>6</b>	<b>Other Skills</b>	<b>7</b>

6.1	English knowledge	3
6.1	Interpersonal and communication skills	4
7	<b>Key Work related to Consultancy Objectives</b>	<b>10</b>
	<b>Total</b>	<b>100</b>

**Annex B**  
**Listing of Participating CBF CORE NCTFs**

<b>National Conservation Trust Fund (NCTF)</b>	<b>Country</b>	<b>Partnership agreement signature</b>
Dominica National Conservation Trust Fund (DNCTF)	Dominica	Dec 2022
Grenada Sustainable Development Trust Fund (GSDTF)	Grenada	June 2019
Guyana Protected Areas Trust (PAT)	Guyana	May 2022
National Conservation Trust Fund of Jamaica (NCTFJ)	Jamaica	June 2019
Saint Lucia National Conservation Fund (SLUNCF)	St. Lucia	June 2017 and Feb 2023
Saint Vincent and the Grenadines Conservation Fund (SVGCF)	St. Vincent and the Grenadines	March 2019
Belize Protected Area Conservation Trust Fund (PACT)	Belize	CORE Project Partnership
Suriname Conservation Foundation (SCF)	Suriname	CORE Project Partnership