TERMS OF REFERENCE

End-of-Agreement Evaluation
CBF-GPAT Partnership Agreement

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 USD 100 million endowment fund and (ii) a Climate Change Program, focused on Ecosystem-based Adaptation (EbA), with a USD 60 million sinking fund and (iii) a Nature Based Economies Program, focused on Advancing Circular Economy principles, with a USD 25.5 million sinking fund.

Under the Conservation Finance Programme, the CBF provides financial resources through eligible National Conservation Trust Funds (NCTFs) who lead the grant-making at the national level. Activities financed under this program may include, but are not limited to, support for PAs management and establishment (including management plans), infrastructure within and outside PAs for natural resources management, environmental education, community engagement, environmental policy, and research. The NCTFs can include government, NGOs, small private associations, and research and academic institutions. The Conservation Finance Programme includes an organisational development component aimed at strengthening the network of conservation trust funds that are part of the Caribbean Sustainable Finance Architecture ("the Architecture").

Guyana Protected Areas Trust (GPAT) signed a Partnership Agreement with CBF in April 2022. GPAT has received 2 payments (up until 2A) to date, for a total amount of USD 318,418.00.

A condition of signing the CBF Partnership Agreement was that GPAT met the CBF Eligibility Policy and Procedures, which outlines specific criteria. These evaluation criteria seek to assess the governance and financial independence of the CTF, as well as its capacity to deliver results aligned with the CBF Objects as defined in its Articles of Association.

Table 1 CBF Partner CTF Eligibility criteria

Purpose	The purpose must be aligned with the Objects of the CBF as stated in its Articles of Association
Governance:	▪ Active Governing Body with broad composition and representation from civil society and public sectors, with majority civil society membership. ▪ Quorum definition for Governing Body with majority civil society. ▪ Decision making Committees and processes with majority civil society.
Civil society Governing Body members:	Governing Body members representing civil society must not be solely selected by the government.

Asset control:	Independent assets control evidenced by ● Governing documents that explicitly indicate asset control mechanisms. ● Financial oversight Committee(s) and decision-making processes with majority civil society. ● If outsourced, clear terms of reference for recruiting accounting and other financial administrative services.
Audit requirements:	Annual external audit required and evidenced by ● Governing documents that explicitly indicate that an external audit is required. ● Clear terms of reference for recruiting and implementing external audit processes.
Grants:	Ability to make grants to both government and civil society entities evidenced by governing documents that explicitly indicate the type of institutions eligible for funding.
Matching Requirement:	Ability to generate match funding evidenced by governing documents that explicitly indicate the ability to attract and manage resources from diverse funding streams.

In 2020, the Conservation Finance Alliance (CFA) in partnership with two regional trust fund networks (RedLAC and CAFÉ) published the *Practice Standards for Conservation Trust Funds*, based on lessons from decades of experience with various CTFs across the globe. These voluntary standards have become the most authoritative, internationally-recognized standards for the design, management, and monitoring and evaluation of independent CTFs. The updated version of the "Self-Assessment Tool for CTFs" was made possible by Impact House by Grant Thornton Netherlands under the leadership of the Conservation Finance Alliance and the "Bridge: Conservation with the Private Sector" project, an initiative that benefits the CTFs networks RedLAC and CAFÉ thanks to funding from Fundación Mava and FFEM, as well as the coordination of Forever Costa Rica. This instrument is based on the "2020 Practice Standards for CTFs", a joint effort of the Conservation Finance Alliance with a task force of more than 20 relevant stakeholders from CTFs that updated the successful original 2014 version. The instrument is freely available here.

2. OBJECTIVE OF THE CONSULTANCY

This consultancy's main objective is to evaluate the results of the CBF- GPAT Partnership Agreement, particularly in terms of efficient use of funds, grantmaking, conservation results and compliance with CBF policies and procedures under the Agreement, as well as to provide for the Capacity building sessions (at least one in person and one virtual) to the GPAT Board of Directors in terms of the compliance and good governance practices for Board members of a CTF.

The consultant will conduct an independent assessment of the execution of the CBF- GPAT Partnership Agreement and the use of CBF resources by the Fund and prepare and discuss an Action Plan that details the results and priority actions to address from the assessment. To note that GPAT already undertook an independent assessment according to the Standard of Practice early 2026, and the consultant will be expected to utilize these results as much as possible in this consultancy and not duplicate efforts.
The assessment and the Action Plan will inform the second CBF-GPAT Partnership Agreement which is expected to be signed by April 2027.

3. SCOPE OF WORK

In alignment to the objective of this consultancy, the activities to be undertaken by the consultant include, but are not limited to the following:

1. Governance Structure and Statutory Compliance

Conduct a structured evaluation of adherence to fiduciary obligations throughout the CBF Agreement time period and the CBF eligibility criteria as a desktop evaluation provided that the GPAT already underwent a thorough external evaluation in the first half of 2026 against the Practice Standards for Conservation Trust Funds.

2. Asset control: Financial Management and Transparency Verification

Compliance verification: explicitly verify compliance with established financial management procedures, signatory protocols, and threshold authorizations. Against CBF policies and procedures as outlined in the CBF-CTF Agreement.

3. **Grantmaking framework**
   - Assess the transparency and compliance to CTF and CBF policies of the grantmaking processes, such as the selection of grants, the monitoring and implementation, etc. Propose recommendations as how the grantmaking framework can be improved given the current legal framework of GPAT
   - Conservation results: to assess and review the achievements of the CTF with the CBF Funds, in particular as these relate to the Monitoring Framework of the CBF

4. **Design and deliver capacity building sessions** to the Board members and staff of GPAT related to:
   - Board Good governance practices for Board members and Secretariat
   - The capacity building should be delivered at least during one online session and one session in-person in Guyana (for 2 days) or otherwise agreed with the GPAT.

5. **Preparation of an Action Plan and engagement** with the GPAT team to prioritize actions and determine timelines. This Action Plan is a direct result of the assessment findings of this consultancy, as well as the assessment findings of the external evaluation of GPAT that was realized early 2026 by GPAT which also resulted in the development of an action plan.

Please be advised that the proposed budget available for this consultancy is USD 45,000 (inclusive of all relevant expenses, including potential field visit to Guyana).

Location of work

The consultancy will be home-based with one mission to Guyana for the capacity building session with the PAT Secretariat and Board of Directors. The consultant is expected to arrange all engagements with both the GPAT Secretariat (CEO and others), the representatives of the GPAT Board of Directors, donor representatives and other relevant stakeholders. CBF will be able to provide for the introductions and the list of contacts. Minutes of all meetings need to be included (names of participants) as part of the final deliverable.

Schedule of deliverables to be delivered in English

Deliverables	Description	Due date
Deliverable # 1	Methodology and list of potential stakeholders	5 working days after contract signature
Deliverable # 2	**Detailed draft report** including: ● methodology, ● activities conducted	8 weeks after the start of the consultancy

	• evaluation findings with key outcomes and results from the Partnership Agreement with the CBF and any gaps or challenges encountered by the CTF • Draft capacity building plan for GPAT staff and Board members • Conclusions and recommendations of the assessment Powerpoint presentation to be used for the CTF and CBF, presenting the draft findings, which will be reviewed by both for feedback and inputs, before the consultant continues to finalize the report.	
Deliverable # 3	1. **Final evaluation report** including all above elements, any feedback received on Deliverable 2 and the following additional information: • Executive summary • Conclusions and recommendations of the assessment • Lessons learned, particularly in terms of CTF's compliance with the CTF Practice Standards and the impact of the CBF Partnership Agreement on the overall capacity development of the Fund and the Grants awarded • Training materials developed and utilized, including conclusions and recommendations for the way forward • Appendices (list of persons interviewed, list of documents reviewed, questionnaire/other interview tools and summary of results, and leveraged resources, etc) 2. Action Plan that summarizes the key priorities of the CTF to improve on the Practice Standards for Conservation Trust Funds. This Action Plan includes a timeline of minimum 5 years, and should not exceed 4 pages. The Action Plan would include a timeline of prioritized actions. **Powerpoint presentation** to be used for the CTF and CBF, to present key findings of the report.	12 weeks after the start of the consultancy

4. SCHEDULE AND DURATION OF ASSIGNMENT

The Assignment is expected to take place in 4 months. 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 consultation period. The Consultant shall provide an analysis of the time requirements in the technical proposal.

TASKS	**Time Input** (person hours)	**Weeks of Consultancy**						
		1	2	3	4	5	6	7
Work Plan **(Deliverable 1)**	*5*							
Initial Meetings and Desk Research								
Interviews and Further Research								

Draft Report **(Deliverable 2) and online capacity building session**	*70*							
Capacity building session delivered in person	*40*							
Feedback on Draft								
Final Report **(Deliverable 3)**	*45*							
	160							

5. REQUIRED EXPERTISE FOR THE ASSIGNMENT

The consultant shall have the following expertise:

- A minimum of 7 years of demonstrated knowledge on conservation trust funds governance and management
- Thorough understanding on the use of the CTFs practice standards as a tool for CTFs evaluation
- Experience in environmental grantmaking in the Caribbean region generally, and in Guyana specifically desired

6. 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 (maximum of 10 pages)

Applicants shall only submit the Technical Proposal according to the instructions detailed in Section 8 below. The technical proposal shall include, at minimum:

- Methodology to realize the assignment. Based on methodology, a draft of which stakeholders will be approached, and how they will be approached.
- Specific experience of the consultant related to the assignment, in particular working experience in the Caribbean (and / or Guyana) as well as applying the Standards of Practice for Conservation Trust Funds.

Financial Proposal (maximum of 3 pages)

The financial proposal should include at minimum:

- the number of working days required for each milestone / deliverable, as well as a proposal for one field visit to Guyana.
- Proposed payment plan
- The total budget available for this consultancy is **USD 45,000** including the proposed travel to Guyana. The consultant will be responsible for all travel and work related arrangements when travelling to Guyana.

After evaluation of the Technical Proposal, the Financial Proposals of those Tenders whose technical Proposal achieved a minimum of 80% will be evaluated to calculate the final score.

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.

Final Score Evaluation

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

$P_T = 80 * T/To$, with

P_T = attributed score for Technical Proposal,

T = Tenderer's score in the technical evaluation,
To = highest 'technical' score of all Tenderers.

The Financial Proposal of a Tenderer will be weighted % as follows:
$P_F = 20 * Co/C$, with
P_F = attributed score for the Financial Proposal (points),
C = Tenderer's corrected price of the Financial Proposal,
Co = lowest corrected Financial Proposal.

The total score of the Tender is
$P = P_F + P_T$.

The Tenderer with the highest final 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.

7. COMMUNICATION AND COORDINATION

The work is expected to be done in full collaboration with the CBF Conservation Finance Program. All deliverables, reports and related documents will be prepared in Word and PDF formats .The consultant will report to the Program Manager, Ms. Tanja Lieuw.

8. HOW TO APPLY

Consultants shall submit the following documents to procurement@caribbeanbiodiversityfund.org with Subject Line: "GPAT End of Agreement Evaluation Consultancy":

1. Technical Proposal detailed in Section 6
2. Financial Proposal detailed in Section 6
3. Consultant CV (maximum 3 pages)

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.

Deadlines:
Applications shall be submitted by **5:00 PM AST, 16 September, 2026**. Late submissions will be automatically disqualified.

Questions may be submitted by **1 September, 2026** via e-mail to the following address: procurement@caribbeanbiodiversityfund.org with Subject Line: "Questions: GPAT End of agreement Evaluation Consultancy".

If necessary, the CBF will circulate a Question and Answer Report at the latest **9 September, 2026** (7 days before the submission deadline).

Annex A
Technical Evaluation Criteria

Evaluation criteria and sub-criteria of the tender		Maximum points
1	**<u>Concept and methodology</u>**	**<u>65</u>**
1.1	Clarity and completeness of the tender	15
1.2	Critical analysis and understanding of the TOR	10
1.3	Overall concept, methodology and approach for consultancy	25
1.4	Proposed initial work plan outline for the consultancy (activity plan)	15
2	**<u>Qualifications and Experience of the Consultant</u>**	**<u>35</u>**
2.1	Demonstrated knowledge on Conservation Trust Funds governance and management	13
2.2	Experience with CTFs Practice Standards as a tool for CTFs evaluation	13
2.3	Regional Experience in the Caribbean	5
2.4	Experience working with relevant stakeholders in Guyana	4
	Total	**100**