

***TERMS OF REFERENCE FOR THE RECRUITMENT OF AN
INTERNATIONAL CONSULTANT***

**FIVE-YEAR STRATEGIC PLAN PREPARATION
FOR THE BIOGUINE FOUNDATION**

October 2024

1. CONTEXT

The BioGuinea Foundation (FBG) is a charity established in 2011 and registered under the laws of England and Wales. FBG is a not-for-profit and independent conservation trust fund dedicated to Guinea Bissau (GB). It is governed by a Board of Trustees (Board), supported by a small operational in-country team headed by an Executive Secretary (ES). Other advisory structures include an Investment Committee, reporting directly to the Board, as well as a Donors' Circle, comprised of FBG financing partners.

Briefly, the Foundation is a grant-giving institution that works in the public interest in biodiversity conservation, the sustainable development of communities in and around protected areas and the environmental education of the public in Guinea Bissau¹.

Since its inception, the Foundation has been focusing its actions on four areas: governance bodies and tools, first staffing, fundraising for first capitalization, and pilot grantmaking. On Governance, the Foundation set up the General Assembly, the Board of Trustees, and the Investment Committee. These organs are supported by a Donors' Circle which is composed of donors which are currently the Government of Guinea Bissau, the World Bank, the European Union, the Fonds Français pour l'Environnement Mondial (FFEM), the International Union for Conservation of the Nature (IUCN), Blue Action Fund and Conservation International. In addition, an informal forum of stakeholders has been supporting the Foundation via periodical exchanges. These bodies are mainly governed by the Articles of Incorporation completed by specific policies and manuals (Board Trusteeship, investment policy, manual of operations, grant manual).

In terms of fundraising, the Foundation has directed its efforts on the first capitalisation milestone, operation cost and pilot grant making. In total, the Foundation has been able to achieve approximately USD10 Million (2022) of investment managed by the Pictet Bank-Switzerland. The majority of operational costs since the beginning of the Foundation has been supported by Project funds (from the World Bank, GEF, MAVA Foundation, mainly). It should also be noted that Protected Areas and Biodiversity Institute (IBAP) and FBG have been working on the development of a REDD+ Community-Based Avoided Deforestation (CBAD) pilot project, implemented in two protected areas (National Park of Cacheu and National Park of Cantanhez). This project covers a minimum of 20 years duration. The first issuance of credits (2011-2016) has been completed and sales achieved in 2021-2022. The revenues will contribute to reinforcing the endowment as well as grants for the two targeted protected areas and associated communities.

The Foundation started its pilot grant-making operations for the benefit of two parks (National Park of Orango and Community Marine Protected Area of Urok) and their resident communities in 2019. The FBG has extended its support to IBAP through the co-financing of the Global Climate Change Alliance (GCCA+) project, funded mainly by the European Union. Most recently the Foundation has agreed to institutional support to IBAP (salaries and operating costs).

The FBG is part of the World Bank WACA Resilience Investment Project 2 (2024-2027) and the Partenariat Régional de Conservation Marine-Blue Action Fund project, Blue Bijagós, to run from 2023 to 2027. These two projects will support the Foundation on the road to rapid growth in all its dimensions: financial resources, project grants, impacts, partnership, procedures, organisation, credibility and visibility.

The five-year strategic plan (2025 - 2029) will articulate the Foundation's long-term vision, and present specific objectives, strategies, actions and targets for the next five years. FBG is a member of the Consortium of African Funds for the Environment (CAFÉ network) grouping African conservation trust funds (CTF) and works with RedLAC, a similar network for the Latin America Caribbean region, to develop and exchange experiences, including innovative financing

¹ See Articles of Incorporation (could be provided at request)

mechanisms. Conservation finance has become a major area where CTF should operate for the benefit of the environment as well as communities. Considering this perspective, environmental trust funds in Africa are adapting to a new context amidst the dynamic changes in the international environmental finance sector. FBG also intends to explore development models and strategic planning approaches that could enrich its own planning process.

2. OBJECTIVE

The overall aim of the assignment is to support and accompany the Foundation in preparing its long-term vision and its first five-year strategic plan, which will cover the period 2025 - 2029.

3. EXPECTED RESULTS AND METHODOLOGIES

The FBG will establish a Strategic Plan subcommittee of the Board to work with the Consultant on the assignment. The Consultant's proposed methodology should consider the following key steps:

- (a) Prepare a work plan with a detailed methodological approach, including a list of main documents to be reviewed and key stakeholders to be consulted (to be developed in consultation with FBG) and validate it with the subcommittee.
- (b) Carry out an analysis of the Foundation's internal and external contexts and environment, through document review and consultations with key stakeholders to be indicated by the Foundation (around 10 to 15 interviews). The Consultant is expected to use adequate tools for institutional analysis that reflect the current situation of the Foundation and the challenges and opportunities on the horizon. The conclusions of this analysis will be presented by the Consultant and discussed with the Board of Trustees and secretariat team.
- (c) Facilitate an in-person strategic planning workshop (specific location to be determined, likely to be in the UK) with the Board of Trustees and key resource people. The Consultant is expected to gather all pertinent inputs aimed at enhancing his/her comprehension of the Foundation's vision, mission, and objectives. These inputs will further inform the development of an initial draft of the strategic plan. The workshop is expected to be 1.5 to 2 days (to be discussed and confirmed with the Consultant). Logistics will be organized by FBG.
- (d) Prepare a proposal for an institutional and programmatic positioning, clearly defined in relation to the Foundation's core business (as a grant-giving/making institution), the choice of environmental areas (challenges, issues and opportunities), and the evolution of the landscape for financing environmental actions in Guinea Bissau, the West African sub-region and globally. The Consultant will provide an initial proposal in the form of a presentation which will then be discussed with the Foundation board and secretariat.
- (e) Elaborate a clear definition of this strategic positioning in terms of vision (aspiration for success), objectives (intended impacts and results), business targets (environmental themes; geography; beneficiaries and stakeholders e.g., organised grassroots communities, protected area managers, research or study institutions on environmental issues, etc.), intervention strategies for success in the various dimensions, including institutional, structural, mandate, fundraising, programmatic (grants programmes, targets and geography) and organisational (structure, human resources, organisational and human capacity building, and coordination mechanism); This will be done in a "theory of change" logic, which will be the subject of various discussion stages/meetings with a subcommittee of the Board.

- (f) Based on the above, define a results framework with key objectives, indicators and targets, means of verification, and timeframe. This will have to be presented, debated and validated by the Board before the next steps.
- (g) Outline an approach for monitoring and evaluating the implementation of the Strategic Plan.
- (h) Produce the final, complete version of the 2025-2029 Strategic Plan, in an editable electronic format in English, including an Executive Summary that can be used as a stand-alone summarized version of the Strategic Plan for external communication purposes.
- (i) Produce a deck of slides of the 2025-2029 Strategic Plan for public communication and fundraising purposes.

It should be noted that in-country work as well as online exchanges and meetings are anticipated for the success of this assignment. All presentations and other relevant material should be shared with the FBG Executive Secretary prior to each meeting.

4. **DURATION:** The consultancy is expected to require around 50 to 60 workdays, to be completed in 4 months (16 weeks).

5. DELIVERABLES:

Deliverable	Estimated timeline
1. Validated work plan with detailed methodological approach, including a list of main documents to be reviewed and key stakeholders to be consulted (to be developed in consultation with FBG)	2 weeks after signature
2. Strategic Plan outline to be agreed with FBG	4 weeks after signature
3. Pre-workshop materials, including presentations, agenda, etc.	2 weeks after FBG approval of the outline
4. Draft Strategic Plan for FBG review	10 weeks after signature
5. Final Strategic Plan 2025-2029	2 weeks after FBG comments and inputs on the draft Strategic Plan
6. Deck of slides of the Strategic Plan 2025-2029	2 weeks after FBG comments and inputs on the draft Strategic Plan

6. PROFILE

The profile we're looking for has the following qualifications:

- At least Masters level in management, economics, environment or sustainable development or similar fields.
- Have more than 10 years of professional experience in institutional leadership or management roles and have extensive experience with strategic planning approaches.

- Have contributed to at least 5 strategic planning initiatives for the benefit of institutions, preferably in fields related to the environment or sustainable development.
- Familiar with results-based management, Theory of Change, SWOT analysis and/or similar methodologies.
- Have a good knowledge of the work of Environmental Trust Funds and their missions.
- Experience as a facilitator, preferably in initiatives related to environmental or sustainable development issues/fields of activities.
- Fluency in English as a working language, knowledge of Portuguese and/or French an advantage. Some documents to be analyzed may be in French or Portuguese.

7. APPLICATION PROCEDURE

Interested consultants are invited to send:

- a) A detailed technical proposal including:
 - i. A letter of introduction setting out the Expert's motivation and ability to successfully complete the assignment.
 - ii. CV of the Expert detailing relevant experience in relation to the ToRs;
 - iii. Copy of diplomas and certifications related to the expertise required for this assignment.
 - iv. A proposed start date for the service, preferably no later than the first week of August 2024.
- b) Application must be sent by email to the following addresses by 31 October 2024 at the latest:

8. EVALUATION

Proposals will be evaluated based on the following criteria:

Criteria	Weighting
General qualifications (diplomas and experiences)	40
Specific qualifications (as stated in profile above)	40
Language (English, Portuguese, French)	20
Total	100