



PROTECTED AREAS TRUST  
Jenman House, Botanical Gardens Georgetown  
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## **REQUEST FOR PROPOSALS CONSULTANCY TO DEVELOP A COSTED STRATEGIC PLAN & FUNDRAISING STRATEGY FOR THE PROTECTED AREAS TRUST**

The Protected Areas Trust (PAT) invites qualified Individual Consultants/Firms to submit Proposals for Consultancy Services for the Development of a Costed Strategic Plan & Fundraising Strategy (2023 – 2027) for the Protected Areas Trust.

The main objective of this Consultancy is to develop a Plan which will provide a clear, comprehensive, costed approach to ensure that the Trust can meet its functions in keeping with the national development goals of the Low Carbon Development Strategy. Additionally, as part of the development of the 5-year Plan, the consultant/firm will update the Trust's Fundraising Strategy through a technically grounded, consultative and participatory planning process with involvement from key partners and stakeholders.

To be considered, interested consultants/firms having the relevant qualifications and experience as outlined in the Terms of Reference are invited to submit the following items:

- Technical Proposal: Brief proposal highlighting previous similar experiences, indicative workplan and CVs of consultant/s.
- Detailed financial proposal in GYD\$, specifying the total sum and specific activities for the execution of the consultancy.

The Terms of Reference for this consultancy can be found on the website of the Protected Areas Trust (<https://protectedareatrust.org.gy/>) or can be requested via email at [secretariat@protectedareatrust.org.gy](mailto:secretariat@protectedareatrust.org.gy).

All proposals should be addressed and submitted to:

**Executive Director  
Protected Areas Trust  
Jenman House  
Botanical Gardens  
Georgetown Guyana.**

Electronic submissions of proposals can be sent via email to [secretariat@protectedareatrust.org.gy](mailto:secretariat@protectedareatrust.org.gy).

Applications must be delivered on or before **16:00hrs on Wednesday May 31, 2023.**



## TERMS OF REFERENCE (ToR)

### Consultancy for Development of a Costed Strategic Plan and Fundraising Strategy

#### For the Protected Areas Trust (2023-2027)

#### 1. GENERAL INFORMATION

<b>Post Title:</b>	Consultancy- Development of Costed Strategic Plan for the Protected Areas Trust
<b>Duty Station:</b>	Guyana
<b>Duration:</b>	4 months
<b>Expected Start Date:</b>	June 1, 2023

#### 2. BACKGROUND / PROJECT DESCRIPTION

The Protected Areas (PA) Act of 2011 provides the framework for the establishment and management of the National Protected Areas System, which currently consists of the Kaieteur National Park (KNP), Iwokrama Programme Site, Shell Beach Protected Area (SBPA), Kanuku Mountains Protected Area (KMPA) and Kanashen Amerindian Protected Area (KAPA).

The PA Act, 2011 established the Protected Areas Commission (PAC) to manage, maintain, promote and expand the NPAS (Part II, Section 8 (a)). The Protected Areas Act, 2011 (PA Act, 2011), similarly established the Protected Areas Trust (PAT) as a body corporate (Part VIII, Section 88), and a Trust Fund to provide financing for a National Protected Areas System (NPAS) [Part IX, Section 101 (1)]. Funding from the PAT provides for implementation and monitoring of management plans, park rangers, equipment and maintenance, enforcement, scientific research, and community outreach.

The PAT is independently governed and administered by a Board of Trustees (BoT) while the day-to-day operations are managed by the PAT Secretariat headed by an Executive Director.

Within this context, it is important that the Trust is supported with an updated 5- year Costed Strategic Plan to reinforce and enhance its role in the management of the National Protected Areas Systems. It is envisaged that this Plan will serve to provide, a clear, comprehensive, costed approach to ensure that the Trust can meet its functions in keeping with the development goals of the Low Carbon Development Strategy. Additionally, as part of the development of the plan, the team will update a Fundraising strategy in support of the resource mobilization aspirations of the PAT. Both documents must be developed in accordance with the Conservation Finance Alliance (CFA) Practice Standards for Conservation Trust Funds.

### 3. FUNCTIONS/DUTIES TO BE PERFORMED BY THE CONSULTANTS

Under the direct supervision of the Board of Trustees with oversight line management from the Executive Director, the consultancy is expected to undertake the following tasks:

#### Phase 1- Assessment and Diagnostic Stage

This Preliminary Assessment will provide the team conducting the Strategic Review with insight into the current state of the Trust and feedback should be internal (Board/staff) and external (including partners). This assessment should include:

- I. A review of the 5-year assessment of the Trust that was conducted in 2020 and the most recent Strategic Plan for the Trust.
- II. Overall organisational review (which will also aid in understanding bottlenecks and successes in resource mobilisation, efficient and effectiveness issues based on mandate).
- III. Analysis of the Trust's Strengths, Challenges, Opportunity, and Threats (SCOT Analysis) in relation to its current operations and performance within the context of the Act and the Low Carbon Development Strategy.
- IV. Human Resources (Current and future (long, medium- and short-term needs)
- V. Information technology (as part of SMART office solutions and the enhancement of efficiencies)
- VI. Finances and investment portfolio management (including general resource management, mobilization and asset management review)
- VII. Workplans- including target setting (e.g., review of performance framework for the transformed Trust Fund that identifies key outputs and outcomes, performance indicators and targets)

#### **Deliverable 1:**

Preliminary Analytical Report with detailed workplan, tools for review, desk review consultation schedule and preliminary findings.

#### Phase 2: Consultation and drafting of Plan

Conduct consultations with key partners and stakeholders and draft plan. Key elements for this phase include:

- I. Review the Trust's existing vision, mission and strategic objectives, operational manual, communications plan, investment policy and other management related documents in relation to its overall mandate to determine strategic alignment.
- II. Review the existing sector policies, legislation, and regulations to determine if they are in support of the Trust's mandate and make recommendations where applicable
- III. Review the organisational functions and operations of the Trust to determine organisational overlaps and duplications that may exist within the Trust.
- IV. Review Board functions, composition to determine adequacy and make recommendations where applicable.

**Deliverable 2:**

**Draft costed plan and Fundraising Strategy and Options Report**, documenting the findings and analysis with accompanying recommendations and the rationale and value for money implications of the recommendation; and any related implementation risks. Plan should also include an approximate cost needed for the co-financing of the NPAS within the context of possible expansion as indicated in the Low Carbon Development Strategy.

Fundraising Strategy and Implementation Plan to support the recommendations of the Strategic Plan should:

- I. Document best practices to promote strategic resource mobilization from the public and private sector.
- II. Includes tools designed to fundraise.
- III. A capacity needs assessment and development plan to support the implementation of the fundraising strategy.

**Deliverable 3:**

**Final Costed Plan and Fundraising Strategy with concrete recommendations that are costed and includes:**

- Functional Operational Proposal for the modernized Trust with proposed recommendations for staffing including accompanying Job Descriptions & Specifications
- Identification of a performance framework for the transformed Trust that identifies key outputs and outcomes, performance indicators and targets.
- Human and financial management functions that will bolster, support and provide an effective performance-based management to enhance reporting, accountability and resource mobilization
- Overall strategies and best practices for governance and accountability to improve the Trust's performance.
- Mechanisms to ensure organisational learning and innovativeness
- Requirements for management information and communication systems to support the recommended administrative and technical processes within the Trust.
- Mechanisms and strategies to create an organisational culture supportive of a transformed Trust.

**Deliverable 4- Presentation to Board of Trustees, staff of PAT, other key stakeholders and Validation of Plan.**

**4. EXPECTED, DELIVERABLES, PAYMENT MILESTONES AND DURATION**

The contract duration is 6 months. The expected deliverables are:

No.	Deliverables/ Outputs	Payment Milestones (%)	Timelines
1.	Preliminary Analytical Report, Plan (including options)	25%	2 weeks

2.	Draft Plan and Fundraising Strategy and Options Report		2 months
3.	Final Plan and Fundraising Strategy	40%	1 month
4.	Presentation and Validation of Plan to Board of Trustees, staff and/or any other key stakeholders.	35%	2 weeks

## QUALIFICATIONS FOR LEAD CONSULTANT

- A minimum of a post-graduate University degree in Economics, Public Administration, Public Finance or equivalent OR Training in a field related to Public/Private Sector Governance and Management; Strategic Management or Organisational Development, with a preference for a graduate degree and relevant professional certification prior consultative engagements of a similar nature and experience in project management as demonstrated in previous assignments
- Familiarity with other Conservation Trust Funds and Investment Finance would be an asset
- Excellent and proven analytical skills
- Excellent and proven English writing skills
- Strong interpersonal skills – including but not limited to – the ability to work under pressure with restrictive timelines and to establish and maintain effective working relationships with people.
- Ability to take initiative and to work independently – as well as – part of a team.
- Capacity to organise and facilitate senior level consultative meetings

## 6. CRITERIA FOR SELECTING THE BEST OFFER

The Protected Areas Trust will use the “best value for money” principle as part of the criteria for determining the best proposal.

## 8. GUIDELINE FOR SUBMISSION OF PROPOSAL

### DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

The consultant is expected to submit the following documents/information to demonstrate their suitability:

- **Technical Proposal:** Brief proposal explaining why you are the most suitable for this consultancy including confirmation on availability to complete the project in the prescribed period.
- **Financial Proposal:** (in GYD, specifying the total sum amount for the execution of the consultancy).

## 9. CONFIDENTIALITY AND PROPRIETARY INTERESTS

Selected candidates may be required to sign a confidential agreement.

