

Terms of Reference

RedLAC Strategic and Business Plan

Background

The Latin American and Caribbean Network of Environmental Funds - RedLAC, was created in 1999 and is composed by 28 member funds representing 19 countries in the region. Its objective is to establish an effective system of learning, strengthening, training and cooperation through a network of Conservation Trust Funds (CTFs), which contribute to the conservation and sustainable use of natural resources in the region.

The previous RedLAC Strategic Plan was for the period 2020-2023 prepared by members of the RedLAC Executive Committee and the executive secretariat, with contributions from staff from RedLAC member funds and strategic allies of the network. Since not all members participated in the meeting, a survey was previously supplied to all members to collect their perceptions and take them into account in the planning workshop.

RedLAC will define for the period 2024-2030 its Strategic and Business Plan, thanks to the support of the Mesoamerican Reef Fund, MARFUND, member of the network. The plan aims to generate value for the members of the network by proposing actions that promote the strengthening of RedLAC, creating an active community; as well as establishing the advantages and opportunities of legalizing the network and acquiring a fundraising capacity. This plan will be useful for other CTFs to use as a tool for their own strategic and business planning.

Objective

These terms of reference (TORs) aim to support the selection and hiring of an external consultancy so that: it evaluates the accomplishments and objectives achieved with the RedLAC Strategic Plan 2020-2023, facilitate the discussion workshops of the RedLAC Strategic Plan 2024-2030, so that this plan can be elaborated afterwards; and to support the RedLAC Executive Secretariat team in developing the Business Plan taking as its main input the Strategic Plan.

Specific objectives of the consultancy

- Conduct the evaluation of objectives achieved with the RedLAC strategic plan 2020-2023.
- Prepare a report based on results and deliver to the RedLAC general assembly.
- Facilitate discussions among RedLAC members for the definition of Strategic Plan 2024-2030.

- Develop the RedLAC Strategic Plan 2024-2030(6 years), with inputs from the meetings and useful documents for the consultant.
 - This strategic plan must include the legalization component for RedLAC.
- Provide support for the development of the RedLAC Balanced Scorecard, which contains indicators to evaluate the advancement and progress of the goals. This tool will determine RedLAC's Action Plan for 2024-2025.
- Provide inputs for the preparation of the RedLAC Business Plan, in charge of the Executive Secretariat.

Coordination

The activities and documents prepared by the external consultancy for compliance with these terms of reference will be under the coordination and accompaniment of RedLAC Executive Secretariat and team assigned by Forever Costa Rica Association.

Suggested activities for the consultancy.

1. Review RedLAC documentation, documents provided by the Executive Secretariat.
2. Hold a meeting with the Executive Secretariat of RedLAC for impressions and feedback.
3. Review RedLAC Strategic Plan 2020-2023 and the minutes March 2019 meeting in Panama, documents provided by the Executive Secretariat.
4. Submit a work proposal for RedLAC, for the fulfillment of the objectives in these TORs.
5. Support the Executive Secretariat in developing a survey to obtain impressions from the members of the network on the Strategic Plan 2020-2023, responses from which it is decided whether to build a new Plan or if work will be done on what has already been built.
6. Facilitate an in-person workshop to define with RedLAC members the Strategic Plan for 2024-2030.
7. Collect information from the workshop for the elaboration of the deliverable that responds to the needs of these TORs.
8. Support the Executive Secretariat with inputs for the preparation of the Business Plan, where the main input will be the RedLAC 2024-2030 Strategic Plan

Deliverables

-March 18th

- RedLAC Strategic Plan 2020-2023 Objectives Assessment Evaluation Report.

-April 08th – first version

- RedLAC Strategic Plan 2024-2030 document, must include:
 - Strategic Plan 2024-2030 (6 years).
 - Definition of the methodology applied by the consultancy.
 - The mission, vision, and strategic objectives to be followed.
 - Strategic and differentiating areas.
 - SWOT analysis on the legal constitution of RedLAC
 - Action Plan for the current year and second year of the 2024-2030 strategic plan.

-April 29th – second version

Documents detailed in the previous point, additionally including:

- The results of the strategic planning workshop.
- Inputs for RedLAC's Business Plan.

-May 09th – presentation of the second version to the RedLAC Assembly with comments incorporated.

-May 20th– final documents with comments incorporated by the RedLAC Assembly.

Application Requirements

- Updated resume.
- Letter of interest with immediate availability.
- Economic proposal.
- Methodological proposal.

Duration of the consultancy

The contract will be signed at the end of February 2024 and will be terminated as soon as the General Assembly of RedLAC members has approved the RedLAC Strategic Plan 2024-2030 document, which is expected no later than the third quarter of 2024.

Payments

Three payments will be made. The first deposit will be made at the signing of the contract for a maximum of 30% of the total amount of the consultancy. The second payment will take place against the delivery and acceptance of products of the first version. The third disbursement will be made upon delivery and acceptance of the products approved by the RedLAC General Assembly.

Required profile.

- Proven experience (minimum 5 years) in the formulation of strategic tools for bodies working on issues related to collaborative platforms and conservation finance.
- Proven experience (5 years minimum) to lead and facilitate the necessary consultations between various audiences related to international platforms.
- Knowledge and management of methodological tools for strategic planning.
- Proven work experience in Latin America and the Caribbean.
- Proficiency in English (B2 or C1) and Spanish.
- Practical knowledge and experience working with Environmental Funds. (desirable)

Receipt of documents

The consulting firm must submit a work proposal that includes:

- a) Technical proposal, plan for delivery and adjustment of products and reports, timeline and any other relevant information requested by these terms of reference within the defined time frame.
- b) Financial proposal, which must be sent in a separate file from the technical proposal. This proposal must include a detailed description of its costs.
- c) Curriculum vitae of the consulting firm, including the portfolio of similar projects in which it has participated.

The deadline for submitting said documentation is **January 30th, 2024**, by e-mail addressed to Andrea Secola (asecola@costaricaporsiempre.org) with copy to Daniella Celarié (daniella.celarie@redlac.org), who can also answer any questions related to the present terms of reference.

Award and contracting

The award of the consultancy will be informed via email no later than the second week of February 2024. The contract will be signed between the consulting firm and Forever Costa Rica Association, which is the fund that has the resources to cover the consultancy. The selected consulting firm will provide the necessary information to complete the agreement, as well as the corresponding invoice.