



## **GOS-UNDP-GEF PROGRAMME COORDINATION UNIT**

### **Seychelles Protected Areas Finance**

#### **TERMS OF REFERENCE FOR SHORT-TERM CONSULTANCY**

#### **DEVELOPMENT OF A FIVE-YEAR BUSINESS PLAN FOR The Seychelles' Conservation and Climate Adaptation Trust**

### **1. BACKGROUND**

The GOS-UNDP-GEF Programme Coordination Unit (PCU) within the Ministry of Environment is implementing a GEF funded project entitled “**Seychelles Protected Areas Finance**” (PAF). Under Activity 2.3.1. the PAF project aims to support the implementation of Seychelles' Conservation and Climate Adaptation Trust (SeyCCAT), under activity 2.3.2. the funding needs of Protected Area Systems (PAS) are duly articulated in the creation and management of environmental finance mechanisms in Seychelles, including the SeyCCAT, and they have become mainstreamed.

The SeyCCAT is an independent, public-private trust fund currently managing more than US\$ 25 million. It was established in 2015, originally to manage the US\$ 21.6 million innovative debt swap deal whereby the debt of the Government of Seychelles was restructured on the basis that it would protect 30% of its Exclusive Economic Zone (EEZ), among other commitments. Furthermore, it would also support the Seychelles Marine Spatial Plan (SMSP) by offering grants and human resources management services.

In 2018, SeyCCAT provided an attractive framework for grants management with an established process, independent technical evaluators, a Board with both public and private sector representation and experience of reporting to international donors. It was subsequently agreed that SeyCCAT would be an administrator of 20% of the funds of the Seychelles' sovereign blue bond. SeyCCAT entered into an agreement with the Government of Seychelles and the World Bank to manage US\$ 3 million of the US\$ 15 million bond.

In 2019, SeyCCAT was identified as the ideal partner to support the Government of Seychelles in its reputation as a leader in the Blue Economy and climate change arena. Consequently, it was approached by partners to manage a project to integrate blue carbon into the nationally determined contributions (NDCs) of the Government of Seychelles.

SeyCCAT has continued to attract donations from philanthropic organisations to support initiatives in Seychelles. It is clear that SeyCCAT has a proven track record of managing financial resources effectively. However, this growth in trust and ability to manage such resources is

resulting in SeyCCAT acting strategically to consider future financial flows and as a result, issuing this call for consultants.

Due to the high administrative costs associated with the financial resources under its management, SeyCCAT is unable to fund such a consultancy and is calling on PAF commitments to fund this project

## **2. OBJECTIVE & CONTEXT**

Currently SeyCCAT does not have a business plan, and while the SeyCCAT strategy<sup>22</sup> produced in 2018 identifies SeyCCAT's current work model and various options to grow the asset, it fails to identify the weaknesses of the current model and identify which of the opportunities are actually feasible. SeyCCAT thus needs to priorities these opportunities both for short-term, and long-term purposes. This consultancy will assist in providing guidance to the Secretariat by conducting a feasibility assessment of various options, and ultimately a business plan for SeyCCAT's future prosperity.

Additionally, despite being an organisation with multiple functions and managing more than US\$ 700,000 annually, the SeyCCAT administration and operation staffing and budget has not been able to grow due to limited funds available for operations and administration from donors.

The PAF project seeks to recruit a business development consultant to undertake a review of the SeyCCAT business model and evaluate possible opportunities that can exist to grow both the annually disbursed Grants Fund and the budget for administration and operations.

## **3. SCOPE OF WORK**

**Please note that with the current pandemic, this consultancy is expected to be undertaken virtually. SeyCCAT from the Seychelles office will facilitate organizing meetings with local stakeholders.**

The consultant will be required to carry out the following tasks:

1. Convene an initial meeting with a Technical Working Group (TWG) to discuss a detailed work plan, implementation of the assignment, including a detailed timeline and scope of the assignment.
2. Review and understand SeyCCAT's existing business model and undertake a S.W.O.T. analysis of the model.
3. Identify the "financing gap" that would deliver a sustainable business model for SeyCCAT (both human and economic capacity)
4. Analyse and evaluate, through interviews and research, the resource mobilization component of the SeyCCAT strategic document which includes 14 opportunities. They are:
  - a) Debt Swap 2.0
  - b) Tourism Biodiversity Fee
  - c) Social media campaign "Adopt an MPA"
  - d) Climate/Green Bond

- e) EU SFPA negotiations
  - f) Corporate Donors
  - g) Philanthropic Grants
  - h) Tourism Concession
  - i) Environment Impact Bond /Performance for Payment Bond
  - j) Blue Carbon Finance
  - k) Micro Bonds
  - l) Bilateral Donors
  - m) Crowd-funding
  - n) Accreditation to Green Climate Fund
2. Explore, analyse and evaluate new resource mobilization opportunities that are not considered above.
  5. Conduct stakeholder consultation (documented through meeting notes) to assess the effectiveness of the various resource mobilisation strategy options and specific roadmap for each relevant opportunity. A suggestive stakeholder list will be provided at inception.
  6. Undertake an assessment of the various resource mobilization strategy options and specific roadmap for *each* relevant opportunity.
  7. Based on the above, prepare and submit a draft for internal review
    - A detailed roadmap setting out the feasibility of opportunities and propose the focus for SeyCCAT for both short-term and long-term sustainability (Draft Roadmap on resource mobilization).
    - Identify the requirements and legal implications for each resource mobilization options.
    - strategic document for investors and
    - Business Plan that identifies other ways of income generation to make SeyCCAT's business model more resilient, including a business model to help SeyCCAT with limited staff, e.g. internship programmes.
    - Following the completion of the inception phase/report additional deliverables will be asked for if required.
  8. Submit work progress reports periodically, as agreed between consultant and contract or during the inception meeting.
  9. Lead a presentation to the SeyCCAT Board, Secretariat and Finance Committee to discuss and finalise the proposed business plan strategic document for investors and Roadmap on resource mobilization. Following the presentations some alteration might be required to final plan.
  10. Submit finalised business plan, strategic document for investors and Roadmap on resource mobilization, with stakeholder consultation records (documented in minutes and notes) for submission to the PA Finance Coordinator.

#### **4. DELIVERABLES**

The consultant will be required to produce the following deliverables:

- i. Inception report
- ii. A written assessment of the SWOT analysis of SeyCCAT's working model, and draft documents listed in scope of work 7 above.
- iii. High level presentation to the Board of SeyCCAT

- iv. Finalised Strategic documents(see scope of work point 7.) for reference and interested investors – designed and printed and an e-version
- v. Detailed presentation to the SeyCCAT Secretariat and Finance Committee

## **5. TYPE OF CONTRACT**

This is a short-term international consultancy.

## **6. DURATION AND TIMELINE**

The assignment is expected to commence on 1 September 2020, for a duration of 20 working days over a period of approximately 3 months, and end in 1 December 2020. However, the consultant may propose an alternative schedule and number of days required to complete the scope of work.

## **7. RESPONSIBILITIES AND REPORTING**

The consultant shall report on any matter pertaining to the task directly to the SeyCCAT CEO and the PAF Project Manager (PM), who will be responsible for the effective implementation of the assignment. This arrangement will be further elaborated at the inception phase.

## **8. QUALIFICATIONS AND SKILLS REQUIRED**

The consultant should have the following minimum qualifications:

- Master's Degree in business development, law, environmental economics, natural resource management, or related social sciences;
- Minimum 7 years of demonstrable experience in the field of biodiversity conservation focused on conservation financing, business development, planning and implementation.
- At least 5 years' experience in leading development and financing conservation enterprise and private-public partnerships (PPPs);
- Proven experience in community development activities, preferably in implementing income generating activities and strategies, micro-finance and eco-tourism;
- Experience working with Trust Funds
- Good understanding and knowledge of environmental sector financing issues in the small island developing States will be an asset;
- Experience in conducting risk analysis, impact assessments and business models;
  
- Demonstrated ability to understand, negotiate, and/or oversee the development of public-private alliances and partnerships related to impact investment;
- Knowledge on governance systems and local laws desirable;
- Experience working in development off PPPs internationally is desired.

The consultant should have the following competencies:

- Excellent speaking and writing skills in English;
- High level planning, organizational and time management skills, including flexibility, attention to detail and the ability to work under pressure to meet challenging deadlines;
- Analytical and problem solving skills of a high order, including the ability to formulate recommendations and advise senior management on tackling difficult scenarios;
- Leadership qualities, including the ability to make sound judgment and to meet challenges constructively and creatively;
- Excellent interpersonal skills, including ability to establish strong cooperative relationships with senior government officials, civil society and donors;
- Ability to quickly adapt to change, and to remain calm under pressure;
- Proven cross-cultural communication and the ability to function effectively in an international, multicultural environment; and
- Experience with working in the Seychelles context and/or small island developing States.

## 9. APPLICATIONS

Applications may be submitted by email or as hard copies in sealed envelopes, sent or delivered to the below named person at PCU, Le Chantier Mall. Applications must include the following:

- A cover letter describing experience and qualifications
- A simple work plan or time line **using the template provided in Annex 1**
- A financial proposal linked to the work plan **using the template provided in Annex 2**
- Mark proposals as **SeyCCAT business plan**

**NOTE: applications from women are encouraged**

### **Proposals should be sent to:**

GOS-UNDP-GEF Programme Coordination Unit

Le Chantier, Francis Rachel Street, P.O. Box 310, Victoria, Seychelles

**Telephone:** 4225914 / **Fax:** 4226064 / **E-mail:** [l.rose@pcusey.sc](mailto:l.rose@pcusey.sc)

**Closing Date: 24 August 2020** (Late submissions will not be considered. Incomplete applications will not be considered. Only short-listed applicants will be contacted).

**ANNEX 1**

**TEMPLATE FOR THE PROPOSED WORK PLAN**

The purpose of this template is to provide sufficient details for the proposal to be evaluated, enabling reviewers to see if how you intend to complete the job on time.

**NAME:** ..... **TEL: (248):** .....

**WORKPACKAGE:** (see TOR): ..... **TIN:** .....

**CONTRACT DURATION:**  
(Please refer to TOR – you may propose an alternative)

**SCOPE OF WORK AND PROPOSED APPROACH:**  
(Please refer to TOR – and elaborate approach)

**LIST OF DELIVERABLES AND PROPOSED TIMELINE:**  
(Please refer to TOR – and indicate a timeline)

**WORKPLAN WITH PROPOSED TIMELINE FOR EACH TASK**

Tasks to be completed (see scope of work in TOR)	Proposed Timeline (weeks / months)									
	<i>Wk.</i> <i>1</i>									
Sign contract and submit revised/final work plan	X									
Etc...										

**ADDITIONAL NOTES IF RELEVANT:**

**ANNEX 2**

**TEMPLATE FOR THE FINANCIAL STATEMENT**

The purpose of this template is to provide sufficient details for the proposal to be evaluated, enabling reviewers to see if the proposal is realistic to complete the job.

**NAME:** ..... **TEL: (248):** .....

**WORKPACKAGE:** (see TOR): ..... **TIN:** .....

INSERT TABLE showing breakdown of costs

Needs to show:

- Professional fees
- Travel costs as relevant
- Other costs as relevant