

TERMS OF REFERENCE

Project Title:	Revision of BTF Services and Operations Manual
Contract:	National Consulting Firm
Duration:	60 working days (spread over three months - November 04, 2024 to January 31, 2025)
Duty Station:	Thimphu

1. Background

Bhutan Trust Fund for Environmental Conservation (BTF) was established in 1991 for promotion of the welfare of Bhutanese citizens by funding conservation programs and projects, and addressing the adverse effects of development on the country's natural environment. BTF is the first Trust Fund of its kind in the world involving a partnership of government and donors specifically committed to environmental conservation. BTF activities are being guided by the Royal Charter 2021 and Roadmap 2040.

As an effective, autonomous conservation grant making body, BTF Secretariat functions under its Operations Manual 2016 and Human Resources Manual 2020 that serves as a tool for both operational and information for carrying out the organization's operations. With changing environment and BTF being a dynamic organization, periodic updating and revision of its service manuals has become utmost importance.

2. Purpose

The purpose of the consultancy is to strengthen BTF as an organization to increase effectiveness and efficiency of the Secretariat and also to meet the relevant requirements of external funding agencies, such as Green Climate Fund and Adaptation Fund among others. The consultant shall recommend amendments on the provisions for effective management of the programs, finance and administration to see that the operations and projects of BTF are carried in furtherance of the objectives of Royal Charter 2021. Through the consultancy, the BTF expects to have in place a comprehensive service and operations manual providing fiduciary standards to further enhance the internal control in a fair, transparent, accountable and effective rules and regulations of the secretariat.

3. Objectives and Scope of Work

The main objective of this consultancy is to revise and enhance services to enable the organization to become a major instrument for sustained funding of conservation in the country. Specifically, in consultation with the BTF management team and relevant officials, the assignment will focus on improvement of BTF Operations Manual 2016, HR Manual 2020 and Program Operation Norms. The consultant will ensure quality and credibility of the process, including the design of methodology and reporting.

The manuals consist of four sections: (i) Administration, Procurement and HR; (ii) Program Management and Monitoring; (iii) Financial and Audit Management; and (iv) Program Operation Norms (PONs). To ensure effective integration and implementation, cross referencing among the four sections shall be required.

4. Specific Tasks of Consultant

- Conduct gap analysis of all the existing sections with best practises of relevant national and international organizations;
- Assess efficiency, effectiveness and accountability of BTF Secretariat, Management Board and Committees in delivery of their functions (with reference to the Operations Manual 2016 including functional TORs, HR Manual 2020, PONs).

4.1. Administration, Procurement and HR

- i. Review and improve the overall administrative-operational services; and update TORs of board governance and member secretary;
- ii. Review and improve information and communication technology management to strengthen efficiency and effectiveness of the organization operations;
- iii. Update HR manual to improve its efficiency and performance, managerial and operational levels;
- iv. Prepare a comprehensive human resource policy, procedure and performance plan;
- v. Update current procurement guidelines, including policies, procedures, and related documentation;
- vi. Identify gaps, inconsistencies, and areas that require updates or improvements;
- vii. Analyze procurement guidelines from similar organizations or sectors to identify best practices that could be incorporated;
- viii. Ensure alignment with national and international procurement standards and regulations.

4.2. Program Management

Enhance and streamline the processes and procedures for accessing and implementing the existing funding windows.

- i. Large Grants: Review and strengthen the processes and procedures for accessing, implementing, and managing Large Grant projects to improve efficiency and project performance. This includes developing SOP for stakeholder consultation and large grant project cycle management; updating the terms of reference (ToR) of Large Grant Project Screening Committee (within the Secretariat) and review TOR of the Independent Technical Advisory Panel (ITAP);
- ii. Small Grants: Review and enhance the processes and procedures for accessing, implementing, and managing Small Grant projects to boost efficiency and project performance. This includes revising the terms of reference (ToR) for the Small Grant Project Review Committee;
- iii. Program-Related Investment (PRI): Develop the processes and procedures for accessing and implementing Project-Related Investment (PRI) projects to improve efficiency and project outcomes. This includes developing terms of reference (ToR) for the Program Related Investment Committee;
- iv. Advocacy Grants: Review and optimize the processes and procedures for accessing, implementing, and managing Advocacy Grant projects to enhance efficiency and project performance. This includes updating the terms of reference (ToR) for the Advocacy Grant Project Review Committee;
- v. Communications management: develop a manual for communications management; review and improve Advocacy Guidelines and consolidate above two manuals/guidelines into one document.

4.3. Financial and Audit Management

- i. Review and incorporate best practices in accordance with national and international accepted accounting principles and standards of non-profit organizations;
- ii. Review and standardize overall financial management and internal control system viz. budget preparation, accounting, reporting, monitoring, evaluation and auditing of both Secretariat and program expenditures;
- iii. Budget management: develop budgeting manual with guidelines for preparing annual budget, reviewing and approving by the Board;

- iv. Accounting: review and improve accounting framework with guidelines entailing complete process; receipt, payment and data entry. This encompasses assessment of the ongoing accounting and finance module to ascertain effectiveness and appropriateness. Revision of existing chart of accounts with description of classification;
- v. Financial Statements: update the quarter/semi-annual/annual financial statements/formats in compliance with the with national and international accepted accounting principles and standards of non-profit organizations without compromising financial information completeness;
- vi. Reporting: update the quarter/semi-annual/annual financial progress report formats for reporting to board by management; simplify existing financial progress reporting formats; adopt relevant and meaningful financial indicators for clarity to stakeholders and readers of BTF financial reports; assess the feasibility of the introduction of an online reporting system;
- vii. Audit: develop internal audit charter and manual, including review of existing TOR for Audit Committee.

4.4. Monitoring & Evaluation

Review and improve pertinent section of monitoring & evaluation from the OM2016.

4.5. Program Operation Norms (PONs)

Update and segregate the policies, and incorporate under relevant sections, where necessary.

5. Duration and Delivery

The consultancy is for 60 working days spread over three (3) months. It is expected to begin in November 04, 2024 and complete no later than January 31, 2025.

The consultant will produce the following reports by the stated deadlines:

- a) Inception Report including work plan and methodology within a week of award of contract;
- b) Gap Analysis report within 30 days of award of work;
- c) Draft Report for review by BTF within 75 days of award of work;
- d) Final Report incorporating comments on the draft report within 90 days of award of work.

The final report of the revised Services and Operations Manual should consist of the four sections: (i) Administration, Procurement and HR; (ii) Program Management and Monitoring; (iii) Financial and Audit Management; and (iv) Program Operation Norms (PONs).

6. Qualifications and Skills

6.1. Consultancy Firm:

6.1.1. The consultancy firm shall have at least FIVE (5) years of professional service delivering strategic recommendations with at least THREE (3) similar tasks undertaken;

6.1.2. The Lead Consultant shall have a post graduate degree in any field with at least FIVE (5) year work experience and must have undertaken at least THREE (3) similar tasks.

6.2. Key Personnel

6.2.1. Bachelor's Degree in relevant field for each section, with at least THREE (3) years of proven professional experience, and at least THREE (3) similar tasks undertaken with proven record.

6.3. Additional Skills

6.3.1. Good written and verbal communication and analytical and writing skills, with ability to work with interdisciplinary team;

6.3.2. Strong legal and policy analysis shall be an added value;

6.3.3. Proven ability to deliver high quality work within deadlines;

7. Application Procedure

Qualified National Firms shall submit their proposal addressed to the Managing Director, BTF, Thimphu with the Subject: Consultancy for Revision of BTF Services and Operations Manual.

The Technical and Financial Proposal should be submitted under ONE package but in separate envelopes.

7 (a) Technical Proposal

- Cover letter describing why you are the most suitable firm and a brief methodology on how you will approach and conduct the work;
- Details of lead and key persons – CVs and work experiences with evidence;
- Description of approach, methodology and work plan;

7 (b) Financial Proposal

- The financial proposal/quotes should be submitted in Ngultrum;
- Should specify total lump sum amount for the tasks specified. The financial proposal shall include a breakdown of this lump sum amount (number of anticipated working days and any other possible costs).

8. Evaluation Criteria

The proposal will be evaluated on the basis of the technical quality of the proposal and costs of the services.

The Technical and Financial Proposal will be assigned a weight of 80 and 20 respectively. Technical proposal with a minimum score of 80 points out of 100 shall be considered for financial evaluation.

8 (a) Technical Evaluation

The technical evaluation shall be done based on the following parameters:

Sl. No.	Criteria, sub-criteria and the points system for the evaluation of Technical Proposal	Points
i	a) Consulting firm's experience relevant to the assignment (8) b) Organization and staffing (4)	12
ii	Adequacy of the proposed methodology and work plan in responding to the Term of Reference: a) Technical approach and methodology (15) b) Work plan (5)	20
iii	Key professional staff qualifications and competence for the assignment: a) Lead Consultant (20) b) Key Personnel (4*12=48)	68
	Total weight	100

Note: Highest qualification and experience shall be allotted the maximum point and on pro-rata basis for the rest.

8 (b) Financial Evaluation

1. After the technical evaluation is completed, BTF shall inform on the technical points scored by each firm (with notification on proposals that did not meet the minimum qualifying score or were considered non responsive to TOR), and their financial proposals will be returned unopened.

2. Simultaneously, BTF will notify the firms who have qualified on time and place for opening of financial proposals, allowing sufficient time for firms to make arrangements to attend the opening, if interested.
3. The financial proposals shall be opened in presence of firms or representatives who choose to attend.
4. The name of the consultants and their proposed quotes shall be read out. The minutes of the meeting will be recorded for reference.
5. The financial proposals shall be reviewed and if there are any arithmetical errors, they shall be corrected.
6. The proposals with the lowest cost shall be given a financial score of 100 and other proposals given financial score that are inversely proportional to their prices [(Lowest Price/Bidder's Price) X 100]

9. Selection

Quality & Cost Based method shall be followed for the selection and award of work.

10. Payment schedule

The payment shall be inclusive of all taxes and charges and shall be released as follows:

- a. 15% of the total cost shall be released on submission of Inception Report;
- b. 15% shall be released upon submission of gap analysis report;
- c. 30% shall be released upon submission of Draft Report;
- d. 40% on acceptance of the Final Report by the BTF.

11. Reporting

The reports shall be submitted to the Managing Director, BTF and presented to the management for validation, comments and finalization before completion of the contract.

12. Logistics and Administration

The consultant will formally report to the Managing Director of BTF and work in close collaboration with relevant staff of BTF. The Administration Officer will facilitate the revision process under supervision of the Managing Director. The BTF Secretariat will provide (i) organizational support to manage appointments and (ii) access to relevant documents in BTF Secretariat.

13. Termination of Contract

The contract shall be terminated if the selected firm breaches terms and conditions of the contract.

14. Confidentiality Statement

All data and information received from the BTF for the purpose of this assignment shall be treated confidentially and shall only be used in connection with the execution of the contract. All intellectual property rights arising from the execution of the contract shall be held by the BTF.

Note:

Notwithstanding the above, BTF retains the right to cancel the tender without any liability on its part.

Clarification on the Terms of Reference, contact Ms. Sonam Wangmo, Sr. Administration Officer at 17161777, 02-339861/62 (O) during office hours.