

## TERMS OF REFERENCE – TECHNICAL CONSULTANT FOR MEMBERSHIP REQUIREMENTS REVIEW 2019-2020

### Introduction

Given the steady growth of the High Carbon Stock Approach (HCSA) multi-stakeholder initiative, it has been widely supported within the HCSA Steering Group (SG) and Executive Committee (EC) that a review of the current [HCSA Steering Group Membership Requirements and Code of Conduct](#) is needed to strengthen the application of the methodology, its corresponding governance and decision-making for the credibility of the initiative.

The [Terms of Reference \(ToR\) for the Membership Requirements Review \(MRR\)](#) were finalised by EC approval on 12 April 2019.

### Objectives

We are seeking the expertise of a technical consultant/expert to support HCSA's Membership Committee (MC), HCSA Secretariat, and HCSA membership to conduct a review of the HCSA Steering Group Membership Requirements and Code of Conduct through:

- Reviewing input encompassed in the MRR ToR and other corresponding documentation provided by the HCSA Secretariat and seek clarifications from HCSA Steering Group members as required.
- Coordinating with the Secretariat on setting MC meeting agendas and facilitate the MC in developing MRR recommendations (note: all MRR recommendation considerations and/or proposals must be produced at least two weeks in advance of MC meetings) for consultation through conference calls and three physical meetings (June, September and November 2019);
- Support MC meetings that aim to:
  - i. Draft compliance indicators and evaluation benchmarks for the existing membership requirements as per Phase I of the MRR ToR,
  - ii. Draft recommendations on how best to conduct the review of phases II and III,
  - iii. Draft recommendations to meet MRR ToR phase II and III objectives;
- Drafting MRR recommendations including draft revisions to the Membership Requirements and Code of Conduct [Version 3] that are duly consulted upon with the MC, EC and SG as per the MRR ToR.

### Deliverables

- With support from the HCSA Secretariat, coordinate MRR calls and facilitate meetings to achieve MRR objectives;
- Complete Phase I recommendations: compliance indicators and evaluation benchmarks required for existing membership requirements compliance;
- Complete Phase II and III recommendations including leading the technical write-up of the recommendations;
- Produce a final draft revision of the Membership Requirements and Code of Conduct [Version 3];
- Dedicate an estimate of 12 - 15 days, with the possibility of additional days if required and agreed upon with the HCSA Secretariat.

## Proposed Deliverable Timeline

| Timeline                            | Planning   |
|-------------------------------------|--|
| <b>May 2019</b>                     | <ul style="list-style-type: none"> <li>▪ MC members and/or vacancies are identified</li> <li>▪ Membership consultant contracted</li> <li>▪ MC &amp; Secretariat (1 – 2 calls) on Phase I draft membership requirement review</li> </ul>  |
| <b>June 2019</b>                    | <ul style="list-style-type: none"> <li>▪ MC (<b>Physical Meeting 1, 2 days</b>): Phase I discussions on review recommendations</li> <li>▪ Phase I Draft 1 recommendations produced for EC input</li> </ul>   |
| <b>Mid-July 2019</b>                | MC seeks EC approval for Phase I Final Draft recommendations   |
| <b>August 2019</b>                  | MC (1 – 2 calls): To prep for discussions on Phase II & III of review  |
| <b>September 2019</b>               | <ul style="list-style-type: none"> <li>▪ MC (<b>Physical Meeting 2, 1 day</b>): MC to produce Phase II &amp; III Draft 1 recommendations</li> <li>▪ Summary of Phase II &amp; III Draft 1 recommendations presented and 1<sup>st</sup> consultation with EC and relevant WGs/TFs launched (SG meeting week)</li> </ul> |
| <b>November 2019</b>                | <ul style="list-style-type: none"> <li>▪ MC (<b>Physical Meeting 3, 1 Day</b>): MC to produce Phase II &amp; III Draft 2 of complete revised membership requirements</li> </ul>  |
| <b>December 2019 – mid-Jan 2020</b> | Final draft Phase II & III membership requirements recommendations consulted with EC and relevant WGs/TFs  |
| <b>Feb – March 2020</b>             | <ul style="list-style-type: none"> <li>▪ Final membership requirements review recommendations presented and SG consultation</li> <li>▪ Membership requirements review recommendations approved by EC</li> </ul>  |

## Qualifications and experience

- At least 5 years of experience working with multi-stakeholder and membership organisations, public, private, or not-for-profit;
- Proven ability to understand and work with technical aspects of sustainability particularly related to land use conservation and management and related supply chains;
- Understanding of consensus decision making processes;
- Does not have a conflict of interest (independent/not part of HCSA SG).

## Skills and abilities

- Ability to engage and coordinate senior stakeholders at high levels of public and private sector;
- Demonstrated ability to facilitate negotiation processes and ensure neutral judgement when conducting interviews, conceptualising, analysing feedback and producing recommendations;
- Possess good technical knowledge;
- Excellent verbal and written communication skills with experience in producing formal technical and policy documentation; fluency in English is a requirement;
- Excellent project planner/manager and time management skills;
- Strategic, holistic and conceptual thinker with an eye for detail.

## Budget

| Item                                   | USD           | Payment Terms   |
|--|---------------|---|
| Consultant Fee for total deliverables: | <b>12,500</b> | i. 25% upon signing contract                                      |
|  |               | ii. 25% Phase I recommendations completed                         |
|  |               | iii. 25% Phase II & III recommendations completed                 |
|  |               | iv. 25% Draft of HCSA membership requirements Version 3 completed |
| Expenses (meeting travel etc.)         | <b>5,400</b>  | Reimbursed upon submitted receipts                                |