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

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| **May 2019**           | ▪ MC members and/or vacancies are identified  
▪ Membership consultant contracted  
▪ MC & Secretariat (1 – 2 calls) on Phase I draft membership requirement review                                                                 |
| **June 2019**          | ▪ MC (Physical Meeting 1, 2 days): Phase I discussions on review recommendations  
▪ Phase I Draft 1 recommendations produced for EC input                                                                                           |
| **Mid-July 2019**      | MC seeks EC approval for Phase I Final Draft recommendations                                                                                                                                              |
| **August 2019**        | MC (1 – 2 calls): To prep for discussions on Phase II & III of review                                                                                                                                     |
| **September 2019**     | ▪ MC (Physical Meeting 2, 1 day): MC to produce Phase II & III Draft 1 recommendations  
▪ Summary of Phase II & III Draft 1 recommendations presented and 1st consultation with EC and relevant WGs/TFs launched (SG meeting week)        |
| **November 2019**      | ▪ MC (Physical Meeting 3, 1 Day): MC to produce Phase II & III Draft 2 of complete revised membership requirements                                                                                       |
| **December 2019**      | Final draft Phase II & III membership requirements recommendations consulted with EC and relevant WGs/TFs                                                                                              |
| **February – March 2020** | Final membership requirements review recommendations presented and SG consultation  
▪ Membership requirements review recommendations approved by EC                                                                                 |

## 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

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| Consultant Fee for total deliverables:    | 12,500 | 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.)            | 5,400  | Reimbursed upon submitted receipts                |