

## Terms of Reference (ToR)

### Recruitment of a National Consultant for the Development of the RSPN Strategic Roadmap 2026–2030

#### 1. Background

The Royal Society for Protection of Nature (RSPN) is Bhutan's premier environmental non-governmental organization, committed to biodiversity conservation, climate action, and the promotion of sustainable livelihoods. RSPN has successfully implemented its Strategic Plan 2020–2025, which guided programmatic interventions across six thematic areas:

- Species and habitat conservation
- Sustainable livelihoods
- Climate change adaptation and mitigation
- Climate and environmental education
- Waste and pollution management
- Wetlands and freshwater conservation

As the current Strategic Plan concludes in 2025, RSPN intends to formulate a new Strategic Roadmap for the period 2026–2030. This roadmap will articulate the organization's future direction, strategic priorities, and flagship programs, ensuring alignment with emerging national priorities, global conservation frameworks, and the Sustainable Development Goals (SDGs).

The Strategic Roadmap will be supported by a comprehensive financing strategy to assess funding requirements, identify gaps, and explore opportunities for diversified resource mobilization.

The roadmap will focus on the following five Key Result Areas (KRAs):

- Result 1: Strengthened conservation programs for globally threatened species
- Result 2: Accreditation as a Green Climate Fund (GCF) Direct Access Entity (DAE) and Adaptation Fund National Implementing Entity (NIE)
- Result 3: National leadership in Environment and Climate Change Education (ECCE)
- Result 4: A financially sustainable and diversified organization
- Result 5: Enhanced organizational governance and human capital

#### 2. Objective of the Assignment

The primary objective of this consultancy is to develop a comprehensive Strategic Roadmap for RSPN for the period 2026–2030, together with an accompanying financing strategy to support its effective implementation.

#### 3. Scope of Work

The consultant shall develop the Strategic Roadmap using the prescribed template, which will include, but not be limited to the following components:

##### 1. Introduction

Provide an overview of the Strategic Roadmap, outlining its vision, rationale, targets and overall approach to implementation.

## **2. Situation Analysis**

- Conduct a baseline assessment of the current context and key challenges, presented in narrative form and supported by data and visual illustrations where applicable.
- Ensure alignment of the Strategic Roadmap with Bhutan's 13th Five-Year Plan, as well as relevant international commitments, including the SDGs and global biodiversity and conservation targets.
- Review RSPN's Strategic Plan 2020–2025, highlighting achievements, constraints, and key lessons to incorporate into the new roadmap.
- Identify strategic opportunities and propose priority programs and projects with strong rationale and indicative resource requirements.

## **3. Vision, Mission, and Core Values**

- Discuss RSPN's vision, mission, and core values.
- Clearly demonstrate how the Strategic Roadmap supports and advances these guiding principles.

## **4. Major Risks and Assumptions**

- Identify potential environmental, political, social, institutional, and financial risks.
- Recommend appropriate risk mitigation and management measures to support successful implementation of the roadmap.

## **5. Goal and Results/Outcomes**

- The goal of this strategic roadmap is to position RSPN as a leading national NGO in environmental conservation, biodiversity protection, and climate action, grounded in inclusive and community-driven approaches and its shall be achieved through five key results area:
  - Elaborate on the five Key Result Areas.
  - Develop a comprehensive Theory of Change, including both a narrative explanation and a visual diagram, describing the intended long-term changes and underlying assumptions.
  - Prepare a results framework outlining the Goal, Outcomes, Outputs, and Strategic Interventions, supported by SMART Key Performance Indicators (KPIs).

## **6. Operationalization of the Strategic Roadmap**

- Describe governance arrangements and implementation modalities.
- Prepare an indicative budget for each Key Result Area and an overall budget for the roadmap period.
- Identify funding gaps and develop a financing strategy, including analysis of past and current donors, donor profiling, and recommendations for innovative financing mechanisms and potential new funding partners and philanthropists including foundations, corporate, individuals and private sector entities.

## **7. Monitoring and Evaluation (M&E)**

- Develop a results-based M&E framework with clear indicators and targets for monitoring and conduct of mid-term and terminal evaluations.
- Outline mechanisms for mid-term reviews, adaptive management, and final evaluation.

## **8. Conclusion**

- Summarize key findings and present practical, actionable recommendations.

## **9. Annexes**

- Results Framework
- Theory of Change with diagram

During the development process of this roadmap, the consultant shall undertake inclusive consultations with key stakeholders, including RSPN staff, relevant government agencies, donors, and implementing partners. Gender considerations must be mainstreamed throughout the Strategic Roadmap. All consultations shall adhere to the principles of free, prior, and informed consent.

## **4. Duration of the Assignment**

The consultancy is expected to be completed within 45 days, tentatively between February and March 2026.

## **5. Required Qualifications**

- Advanced degree in Business Administration, Environmental Science, Natural Resource Management, Development Studies, or a related discipline.
- A minimum of 10 years of relevant professional experience in strategic planning, organizational development, resource mobilization, financing strategies, or conservation-related fields.
- Demonstrated experience in facilitating participatory planning and multi-stakeholder consultations.
- Strong analytical, writing, and communication skills.
- Sound knowledge of environmental policies, financing mechanisms, donor cooperation, and international partnerships.

## **6. Institutional Arrangements**

The consultant will work under the overall supervision of RSPN's Department of Program and Climate Change Coordination (DPCCC). Administrative and financial matters will be governed by RSPN's Service Rules and Regulations (SRR), 2022, through the Administration and Finance Division. Strategic guidance will be provided by RSPN Management, and progress will be closely monitored by the DPCCC.

## **7. Financial Scope**

The financial proposal shall be submitted as a lump-sum amount, accompanied by a detailed cost breakdown for each deliverable. The proposed budget must be comprehensive and inclusive of professional fees, operational costs, travel, logistics, and all other expenses related to the assignment.

## **8. Expression of Interest / Application Procedure**

Interested and qualified national consultants are invited to submit a formal application addressed to the Executive Director, RSPN, Thimphu.

- Subject line: “Development of RSPN Strategic Roadmap 2026-2030”
- Deadline: On or before 5:00 PM, 20 February 2026

### **The application must include:**

- Cover letter
- Technical proposal outlining the proposed approach, methodology, and key tasks
- Financial proposal with a logical framework and detailed budget breakdown
- Supporting documents, including the consultant’s CV

In compliance with RSPN’s Anti-Money Laundering and Countering Financing of Terrorism (AML/CFT) Policy 2025, applicants must also submit the following information:

- Full name
- Nationality
- Identification number
- Proof of registration
- CIB credit rating and tax clearance certificate (for Bhutanese nationals)
- Residential address
- Phone number and email address

## **9. Confidentiality and Proprietary Rights**

The consultant shall maintain strict confidentiality and shall not disclose any confidential or proprietary information related to this assignment during or after the contract period without prior written approval from RSPN. All outputs and materials produced under this assignment shall remain the exclusive property of RSPN.

## **10. Payment Terms**

Payments will be made based on agreed milestones and deliverables, as specified in the contract.

## **11. Evaluation of Proposals**

Proposals will be evaluated on a best-value-for-money basis using a weighted scoring system:

- Technical Proposal: 70%
- Financial Proposal: 30%

**12. Method of Selection**

The Quality- and Cost-Based Selection (QCBS) method will be applied.

**13. Termination of Contract**

RSPN reserves the right to terminate the contract in the event of a breach of any terms and conditions by the selected consultant.