



***TERMS OF REFERENCE FOR THE PREPARATION OF THE 2027–2030 BUSINESS PLAN
AND THE 2027–2030 FUNDRAISING STRATEGY OF THE BIOGUINEA FOUNDATION
(FBG)***

Financial Operationalisation and Resource Mobilisation of the FBG 2026–2030 Strategic Plan

October 2026

1. CONTEXT AND BACKGROUND

The BioGuinea Foundation (FBG) is a charitable organisation registered under the law of England and Wales and legally recognised as a public-interest organisation in Guinea-Bissau. Established in 2011, FBG is an independent Conservation Trust Fund (CTF) whose mission is to generate permanent financial resources and mobilise partnerships for biodiversity conservation, sustainable community development and environmental education. As a grant-making institution, FBG channels endowment income and project funds to the Institute for Biodiversity and Protected Areas (IBAP) and to local community partners. FBG is governed by a Board of Trustees (supported by Investment and Grant Review sub-committees), a General Assembly, a Donors' Circle (comprising PRCM, the Hans Wilsdorf Foundation, FFEM, IUCN, UNDP, the EU, the World Bank, the Ministry of Fisheries, Conservation International and IBAP), and an Executive Secretariat. FBG is a member of the CAFÉ network.

FBG's endowment currently stands at approximately EUR 10 million, managed by Pictet Bank (Switzerland) under a capital preservation mandate. Based on current assumptions, endowment income is expected to cover approximately 30% of the annual operating costs of the National System of Protected Areas (SNAP) and 10% of its total budget, against a strategic target of 30% overall budget coverage by 2030. FBG also aims to develop dedicated grant windows to support communities living in protected areas and civil society organisations (CSOs) working in biodiversity conservation. Annual community grant disbursements amount to EUR 100,000 in 2025 and USD 200,000 in 2026. To date, no grants have been disbursed to CSOs under a dedicated funding line.

IBAP manages Guinea-Bissau's National System of Protected Areas (SNAP), which covers approximately 730,000 ha, including the Bijagós Archipelago (UNESCO World Heritage Site, 2025). FBG was designed to progressively cover SNAP's recurrent costs, complementing government and project-based funding. Strengthening FBG's capacity to generate revenue is essential for SNAP's transition from a project-dependent model to one based on recurrent and diversified funding streams.

FBG's 2026–2030 Strategic Plan (its first five-year strategic plan) was adopted by the Board of Trustees in 2026. Activity 3.1.1 (High Priority) provides for the preparation of a five-year Business Plan to set capitalisation targets and financially operationalise the Strategy, including the analysis of IBAP and SNAP recurrent costs (Activity 1.1.1), scenario modelling (Activity 1.1.2) and the Capital Distribution Framework (Activity 1.1.3). In parallel, Pillar 3 (Resource Mobilisation) requires an updated Fundraising Strategy, revising the 2021 Fundraising Strategy prepared by Conservation Capital (with support from the MAVA Foundation), to align it with the new Strategic Plan and with the capitalisation targets set by the Business Plan. These Terms of Reference are therefore issued to recruit a qualified firm or consortium of firms to carry out two complementary and integrated assignments: (i) the FBG 2027–2030 Business Plan and (ii) the updated FBG 2027–2030 Fundraising Strategy.

1.1 Governance Structure

FBG operates under a decentralised and independent governance architecture:

- **General Assembly:** Composed of three members (one from Guinea-Bissau, two from the international community), appointed for life or until retirement. Holds ultimate oversight authority, including the power to dissolve the Foundation. Meets annually or on an ad hoc basis.
- **Board of Trustees:** National and international experts from the scientific community, civil society, donors and the private sector. Responsible for strategic oversight, approval of budgets and plans, and major institutional decisions. Meets at least twice a year. Board members serve two consecutive three-year terms and may be reappointed after a one-year break.
- **Investment Committee:** Board sub-committee responsible for overseeing the management of the endowment portfolio in line with the Board-approved Investment Policy. Supported by an independent Asset Manager (currently Pictet Bank, Switzerland). Meets quarterly.
- **Grant Review Committee:** Ad hoc committee established to assess grant applications and make recommendations for Board decision. Chaired by a Board member.
- **Donors' Circle:** Annual forum bringing together FBG's financial partners, currently comprising the Regional Partnership for Coastal and Marine Conservation (PRCM), the Hans Wilsdorf Foundation, IUCN, the United Nations Development Programme (UNDP), the European Union, the Ministry of

Fisheries, Conservation International and IBAP. Provides a structured mechanism for donor coordination and strategic dialogue.

- Executive Secretariat: FBG's operational arm, led by an Executive Secretary, responsible for day-to-day management, grant management, fundraising, financial reporting, communication and Board support.

1.2 Endowment Fund and Current Financial Position

FBG has progressively built up its endowment capital since its establishment, currently reaching approximately EUR 10 million, managed by Pictet Bank in Switzerland in accordance with FBG's Investment Policy (capital preservation/prudence principle). A new tender for the selection of an asset manager (Strategic Plan Objective 4.1) is under way, with the aim of reducing management fees by at least 20% compared with the current mandate.

FBG's current operating cost ratio stands at 32% of total annual expenditure (2025). The Strategic Plan sets a target of reducing it to a maximum of 20%, in line with the CTF sector benchmark of 15–20%, from 2027 onwards.

1.3 The 2026–2030 Strategic Plan and the Rationale for a Business Plan

FBG's 2026–2030 Strategic Plan, adopted by the Board of Trustees in 2026, is FBG's first comprehensive five-year strategic planning document – a decisive step in the Foundation's evolution towards a fully mature conservation trust fund. The Strategic Plan is structured around six strategic pillars:

- Pillar 1: Grant-Making (including sustainable financing of IBAP recurrent costs, support for community grants and the conservation CSO grants programme)
- Pillar 2: Partnerships (deepening collaboration and developing new institutional, governmental and private-sector partnerships)
- Pillar 3: Resource Mobilisation (endowment capitalisation, donor diversification and innovative finance)
- Pillar 4: Investment Framework (new asset manager, regional investment framework and collaboration among peer CTFs)
- Pillar 5: Institutional Development (human resources policy, financial management, governance, risk management, Monitoring, Evaluation and Learning system)
- Pillar 6: Communication and Visibility

While the Strategic Plan sets out FBG's strategic ambitions and results framework for 2026–2030, it deliberately refers the definition of detailed financial targets, capitalisation projections and an annual distribution framework to a dedicated Business Plan. Specifically, Activity 3.1.1 (High Priority) provides for the preparation of the “FBG five-year Business Plan and the definition of medium- and long-term capitalisation targets for the endowment”.

The Business Plan is also directly linked to three further Strategic Plan activities:

- Activity 1.1.1: Identify SNAP's financial needs and recurrent costs on the basis of a Business Plan.
- Activity 1.1.2: Define low and high coverage scenarios for the expected income from the endowment fund.
- Activity 1.1.3: Development of a Capital Distribution Framework (CDF).

These Terms of Reference have been prepared to recruit a qualified firm or consortium of firms to develop this Business Plan and update FBG's Fundraising Strategy. Together, these two integrated products are the main instruments for the financial operationalisation and resource mobilisation of FBG's 2026–2030 Strategic Plan. The Fundraising Strategy implements Pillar 3 (Resource Mobilisation) by updating the 2021 Fundraising Strategy in light of the capitalisation targets set by the Business Plan. The Business Plan and the Fundraising Strategy cover the period 2027–2030, consistent with the Strategic Plan horizon. 2026 serves as the baseline year (actuals and year-end estimates), and indicative projections will be prepared up to 2035.

2. OBJECTIVE AND EXPECTED RESULTS

2.1 Overall Objective

The overall objective is to produce two complementary, Board-approved instruments that jointly operationalise FBG's 2026–2030 Strategic Plan: (A) a rigorous 2027–2030 Business Plan, setting endowment capitalisation targets, designing a Capital Distribution Framework (CDF) and providing a credible multi-scenario financial

model and an implementation roadmap; and (B) an updated 2027–2030 Fundraising Strategy, defining FBG's approach to resource mobilisation, the donor pipeline, innovative finance options and a costed fundraising action plan aligned with the Business Plan's capitalisation targets. The assignment is structured in two integrated workstreams, comprising the following tasks:

2.2 Assignment A – 2027–2030 Business Plan

Task A1 – Inception and Diagnostic Assessment

- 1.1. Review FBG's financial statements (2021–2025, as well as the 2026 provisional accounts), investment reports, grant records, HR and operational policies, and business plans of comparable CTFs.
- 1.2. Conduct 10 to 15 stakeholder interviews (Executive Secretariat, Board members, Investment Committee, Donors' Circle, IBAP management).
- 1.3. Benchmark FBG against 3 to 5 CTFs in the CAFÉ network on capitalisation levels, cost ratios and disbursement rates.
- 1.4. Assess FBG's institutional arrangements against the Conservation Finance Alliance Practice Standards for Conservation Trust Funds and identify priority institutional strengthening measures to be integrated into the Business Plan.
- 1.5. Identify the annual recurrent costs of IBAP/SNAP and the current funding gap, as well as its implications for IBAP's recently adopted Strategic Plan.
- 1.6. Develop a transparent methodology to estimate SNAP's funding needs, distinguishing current expenditure, minimum recurrent costs, adequate protected area management costs, capital investments and costs eligible for FBG financing.
- 1.7. Identify the funding gap and the expected contributions of the government, FBG and development partners under each scenario.

Task A2 – 2027–2030 Integrated Financial Model

- 2.1. Develop an integrated Excel financial model covering 2027–2030 (baseline year 2026), with indicative long-term projections up to 2035 to assess financial sustainability. Include low, base and high scenarios covering endowment performance, donor funding, operating costs, grant disbursements and capitalisation needs.
- 2.2. Include sensitivity analyses for key assumptions (investment returns, inflation, fundraising performance and SNAP funding needs).
- 2.3. Provide a fully editable model, accompanied by a methodology note, an assumptions register and a user guide, enabling FBG to update the model independently.

Task A3 – Capital Distribution Framework (CDF)

- 3.1. Define the spending rate methodology (e.g., % of the multi-year moving average value of the endowment), consistent with the capital preservation principle.
- 3.2. Establish allocation rules between IBAP grants, community grants and reserves; model, year by year, IBAP cost coverage milestones from the baseline established during the diagnostic (Task A1), under each scenario.
- 3.3. Propose reserve and liquidity requirements, rules for exceptional distributions and procedures for adjusting disbursements during periods of investment underperformance.
- 3.4. Prepare a Board-ready Capital Distribution and Reserves Policy, consistent with the Investment Policy and long-term capital preservation.

Task A4 – Institutional Capacity, Governance and Operating Model

- 4.1. Assess FBG's institutional capacity to implement the Strategic Plan, the Business Plan and the Fundraising Strategy, including governance, staffing, internal controls, financial and grant management, risk management, safeguards, monitoring and fundraising systems.
- 4.2. Identify priority capacity gaps and develop a costed 2027–2030 Institutional Strengthening Plan, with clearly defined actions, responsibilities and timelines.

- 4.3. Analyse FBG's staffing structure, functions, workload and skills, and propose a fit-for-purpose operating model, including functions to be performed in-house, outsourced or supported through partnerships.
- 4.4. Project operating costs under the different financial scenarios and recommend efficiency measures that maintain adequate fiduciary oversight, grant management, fundraising, safeguards and results monitoring.
- 4.5. Analyse the role of FBG's governance and management bodies in overseeing and implementing the plans, and recommend improvements in decision-making, reporting and accountability.
- 4.6. Assess the adequacy of FBG's grant management systems, including fiduciary controls, environmental and social safeguards, monitoring and grievance mechanisms, in light of the planned expansion of the community and CSO grant programmes, and recommend improvements where needed.

Task A5 – Implementation Roadmap and MEL Dashboard

- 5.1. Propose annual milestones (2027–2030) aligned with the Strategic Plan, risk-adjusted, with clearly defined governance decision points.
- 5.2. Define 5 to 8 Business Plan KPIs, aligned with the Strategic Plan MEL framework, including baselines, annual targets, data sources, reporting frequency and responsibilities, accompanied by an updatable Excel dashboard for quarterly and annual monitoring.

2.3 Assignment B – 2027–2030 Fundraising Strategy

Task B1 – Review of the 2021 Fundraising Strategy and Update of the Case for Support

- 1.1. Review the 2021 Fundraising Strategy (Conservation Capital) and subsequent fundraising activity; assess what was implemented, results achieved and lessons learned, and document changes in FBG's institutional profile and donor relationships since 2021.
- 1.2. Update FBG's case for support and fundraising value proposition for 2027–2030, consistent with the six Strategic Plan pillars and the UNESCO World Heritage status of the Bijagós (2025).
- 1.3. Define the overall fundraising goal and multi-year targets, consistent with the endowment capitalisation targets and coverage scenarios set by the Business Plan (Assignment A).

Task B2 – Donor Landscape Analysis and Prospect Pipeline

- 2.1. Analyse the current and potential donor landscape, covering institutional/public donors (e.g., AFD, EU, KfW, Green Climate Fund, World Bank, FFEM, Blue Action Fund, Camões), private foundations and the existing Donors' Circle.
- 2.2. Develop a prioritised donor pipeline, comprising both a long list and a high-priority shortlist of potential funding partners. For each priority prospect, provide donor profiles including strategic alignment, indicative funding potential, entry points, expected timing, likelihood of success, recommended engagement strategy and next steps.
- 2.3. Recommend a donor segmentation and stewardship approach, including the renewal and retention of current Donors' Circle partners, as well as template pledge agreements.

Task B3 – Innovative and Diversified Financing Mechanisms

- 3.1. Assess the feasibility of at least four innovative financing mechanisms (e.g., REDD+, biodiversity credits, debt-for-nature swaps, payments for ecosystem services and blue finance), taking into account legal feasibility, institutional requirements, implementation costs, expected revenue potential, environmental and social risks, and implementation capacity. Rank the options against clear go/no-go criteria and recommend the mechanisms best suited to FBG.
- 3.2. Develop a private sector and tourism engagement approach (including the Bijagós), aiming to mobilise at least EUR 500,000 by 2030.

Task B4 – Fundraising Operating Model, Action Plan and Targets

- 4.1. Define the required fundraising infrastructure: roles and responsibilities within the Executive Secretariat and the Board, a donor database/CRM approach, and the essential fundraising materials and pipeline tracking tools.
- 4.2. Produce a costed and time-bound Fundraising Action Plan, with a timeline (2027–2030), annual revenue targets by source, key activities and responsibilities.
- 4.3. Define 5 to 8 fundraising KPIs, aligned with the Strategic Plan MEL framework, including baselines, annual targets, data sources, reporting frequency and responsibilities, accompanied by an updatable tracking template and governance reporting arrangements.

3. METHODOLOGY AND STAKEHOLDER CONSULTATIONS

The Business Plan and the Fundraising Strategy will be developed through an evidence-based, iterative and participatory approach, combining rigorous financial analysis with structured stakeholder engagement and donor intelligence. The methodology will be confirmed in the Joint Inception and Diagnostic Report, before any substantive analytical work begins. The two workstreams must be developed in an integrated manner: the Fundraising Strategy's targets, pipeline and innovative finance assumptions must reconcile with the endowment capitalisation targets and coverage scenarios of the Business Plan financial model. Two validation sessions are mandatory and cover both products: (i) a mid-term technical review (around Week 12) with the Executive Secretariat and the Investment Committee, to validate the financial model, the CDF parameters and the fundraising targets; and (ii) a Board Validation Workshop, to review the Draft Business Plan and the Draft Fundraising Strategy and endorse the key parameters. All documents must be submitted to the Executive Secretary at least five working days before each session. The consultant must ensure the active participation of relevant FBG staff throughout the assignment and provide practical knowledge transfer on the use and updating of the financial model, the pipeline and fundraising tracking tools, and the MEL dashboard. All tools must be designed so that FBG can maintain and update them independently after completion of the assignment. The Consultant must review relevant international experience of mature Conservation Trust Funds, notably within the CAFÉ network and comparable international environmental funds, and explicitly identify lessons learned and recommendations applicable to the Guinea-Bissau context.

4. DELIVERABLES

Five mandatory deliverables, split across the two assignments. All text documents in editable Word format + PDF; the financial model in Excel format. Deliverables are written in English; the Executive Summaries of the final documents are provided in French and Portuguese. FBG provides written comments within the timeframes indicated below; the consultant submits a revised version within five working days of receipt.

Deliverable 1: Joint Inception and Diagnostic Report (Week 5)

Validated work plan and stakeholder consultation / donor intelligence plan; endowment performance baseline; mapping of IBAP/SNAP recurrent costs and funding gap; CTF benchmarking against 3 to 5 CAFÉ network peers; and a diagnostic review of the 2021 Fundraising Strategy and the current donor landscape. Reviewed by the Executive Secretary within 10 working days; baseline financial data are validated in parallel by the Investment Committee, with Phase 2 starting on the basis of provisional data.

Deliverable 2: Business Plan Financial Model and Capital Distribution Framework (Week 10)

Integrated Excel workbook, including low/base/high scenarios, sensitivity analysis and CDF outputs, covering the spending methodology, allocation rules and year-by-year IBAP coverage milestones. Accompanied by a Methodology Note in Word format. Reviewed by the Investment Committee within 10 working days before drafting continues.

Deliverable 3: Draft 2027–2030 Fundraising Strategy (Week 14)

Complete draft, covering the updated case for support, the donor landscape and prioritised prospect pipeline, the innovative finance assessment, the private sector engagement approach, and a costed fundraising action plan with annual targets and KPIs – all targets being reconciled with the Business Plan financial model. Submitted to the FBG Secretariat for consolidated comments within 10 working days.

Deliverable 4: Draft 2027–2030 Business Plan (Week 16)

Complete document covering all Business Plan task areas: financial model narrative, CDF, staffing and operating model, implementation roadmap and MEL dashboard, with cross-references to the Fundraising Strategy. Submitted to the FBG Secretariat, which provides consolidated comments within 15 working days. A Board Validation Workshop, covering both the Draft Business Plan and the Draft Fundraising Strategy, is held during the review period (Weeks 17–19); the consultant prepares and submits all workshop materials to the Secretariat at least five working days in advance.

Deliverable 5: Final 2027–2030 Business Plan and Final Fundraising Strategy (Week 20)

Final versions of the Business Plan and the Fundraising Strategy, incorporating all review comments, together with the final editable Excel financial model, the fundraising action plan, the donor pipeline and tracking tools, the MEL dashboard, a user guide for updating the main tools, all editable source files, and Executive Summaries in French and Portuguese. The consultant must also deliver at least two hands-on training sessions for relevant FBG staff: one on the financial model and the Capital Distribution Framework, the other on fundraising pipeline management and tracking.

5. INDICATIVE TIMELINE AND LEVEL OF EFFORT

The consultancy requires approximately 100 working days over a period of 20 weeks (5 months) from contract signature, including FBG review periods. Final approval by the Board of Trustees is FBG's responsibility and is not included in this timeline. Phases may overlap where dependencies allow. At least one field mission to Bissau is mandatory during Phase 1.

Phase	Main Tasks	Days	Timeline
Phase 1 – Joint Inception and Diagnostic	Desk review; stakeholder interviews; IBAP cost analysis; endowment baseline; CTF benchmarking; review of the 2021 Fundraising Strategy and the donor landscape; Inception Report	22	Weeks 1–5
Phase 2 – Business Plan Financial Modelling	2027–2030 financial model (low/base/high); sensitivity analysis; Capital Distribution Framework; Investment Committee review	22	Weeks 6–10
Phase 3 – Fundraising Strategy Development	Updated case for support; donor landscape and prospect pipeline; innovative finance assessment; fundraising action plan and targets; Draft Fundraising Strategy	22	Weeks 9–14
Phase 4 – Business Plan Drafting and Integration	Staffing/operating model; implementation roadmap; MEL dashboard; Draft Business Plan	18	Weeks 12–16
Phase 5 – Validation and Finalisation	Board Validation Workshop; final Business Plan; final Fundraising Strategy; Executive Summaries (FR/PT); final Excel model; training sessions	16	Weeks 17–20
Coordination and Meetings	Liaison calls with FBG; reporting; ongoing administrative coordination		Ongoing
TOTAL		100	20 weeks (5 months)

6. CONSULTANT PROFILE AND QUALIFICATIONS

The assignment must be carried out by a multidisciplinary team combining expertise in conservation trust funds, financial modelling, investment policy and fundraising/resource mobilisation. A clearly identified lead consultant must personally lead all analytical work and client-facing deliverables. Mandatory qualifications (lead consultant and team):

- Master's degree or higher in finance, economics, conservation finance, business administration or a related field.
- Minimum of 10 years' experience in conservation finance or institutional financial management.
- At least 3 verifiable references for business plans, financial strategies or fundraising strategies prepared for CTFs or comparable environmental funds, including multi-scenario modelling, distribution framework design and donor pipeline development.

- Advanced Excel financial modelling skills (scenario analysis, sensitivity analysis); work samples are required.
- In-depth knowledge of CTF governance, investment policy and distribution frameworks (CAFÉ network, CFA standards).
- Proven experience in designing fundraising or resource mobilisation strategies for CTFs or comparable environmental funds, including donor pipeline development, donor intelligence and innovative finance instruments.
- Full professional proficiency in English or French.

Desirable: Experience in West Africa or Lusophone Africa; knowledge of IBAP/SNAP; proficiency in French and/or Portuguese; familiarity with REDD+, PES or biodiversity credits.

Any conflict of interest with FBG's asset manager or with active service providers must be disclosed.

7. APPLICATION PACKAGE AND SUBMISSION PROCEDURE

Interested candidates must send their applications to the WACA ResIP 2 GB project coordination unit, located at Avenida Osvaldo Vieira, Casa Nº 10, Bissau, for the attention of its National Coordinator, Mr Leonildo Alves Cardoso, or by email: samuelfernandesspmwaca@gmail.com with copy to: leonildocardoso@hotmail.com no later than **22 October 2026 at 4:30 pm, Bissau time**.

If selected following the evaluation of expressions of interest, the best-qualified firm or consortium of firms will be invited to submit a technical and financial proposal as follows:

(a) Technical Proposal (max. 15 pages, excluding annexes):

- Cover letter (max. 2 pages): understanding of the assignment and implementation capacity.
- Technical approach and methodology (max. 8 pages): approach to the two assignments and the nine task areas (A1–A5 and B1–B4), financial modelling and fundraising methodology, and stakeholder consultation plan.
- Proposed work plan, with timeline (in table form).
- CVs of the lead consultant and team members (max. 4 pages each, annexed).
- Three examples of similar assignments, with client reference contacts, including at least one business plan or financial modelling assignment and at least one fundraising or resource mobilisation assignment.

(b) Financial Proposal (separate annex):

- Daily rate(s) in euros; number of days per phase; reimbursable expenses (including field travel to Bissau); grand total inclusive of all taxes.

(c) Supporting Documents:

- Highest relevant degree(s); company registration certificate (where applicable).

Expressions of interest and proposals may only be submitted in French or English. Incomplete or late applications may be disqualified. The WACA ResIP 2 GB PMU reserves the right not to select any candidate and to cancel this procurement process at any time, without incurring any liability.

8. SELECTION METHOD AND EVALUATION CRITERIA

The consultant will be selected using the **Consultant's Qualification-based Selection (CQS) method, in accordance with the procedures set out in the applicable World Bank Procurement Regulations for Investment Project Financing (IPF) Borrowers – Goods, Works, Non-Consulting and Consulting Services (seventh edition, September 2025)**. Expressions of interest are evaluated against the criteria and scoring defined in the REOI (30 points for organisation and technical and management capacity; 70 points for similar experience). The highest-ranked firm or consortium is invited to submit a technical and financial proposal and then to negotiate the contract.

PROCUREMENT NOTICE – Ref^a AN/006/outubro/WACA-ResIP 2 GB/SQC/2026

**REQUEST FOR EXPRESSIONS OF INTEREST FOR THE SELECTION OF A
FIRM OR CONSORTIUM FOR *THE PREPARATION OF THE 2027–2030
BUSINESS PLAN AND THE 2027–2030 FUNDRAISING STRATEGY OF THE
BIOGUINEA FOUNDATION (FBG)***

I. Context

As in other West African countries, the degradation of coastal resources and ecosystems in Guinea-Bissau is accelerating due to growing population pressure on the coast and climate change. Coastal deterioration is causing a significant and potentially irreversible loss of critical ecosystems such as beaches, dune systems and mangroves, which provide important environmental, social and coastal protection services (livelihoods and natural resources, food, protection against erosion and flooding). The Government of Guinea-Bissau has therefore requested and obtained technical and financial support from the World Bank for the implementation of the West Africa Coastal Areas Resilience Investment Project – Guinea-Bissau (WACA ResIP 2 GB). **In this context, the project supports the BioGuinea Foundation (FBG) in developing its sustainable conservation finance instruments. See the Terms of Reference (ToR) for further details.**

II. OBJECTIVE

The objective of this request for expressions of interest is to select a firm or consortium for *the preparation of the 2027–2030 business plan and the 2027–2030 fundraising strategy of the BioGuinea Foundation (FBG)*. Further details are provided in the terms of reference.

III. INVITATION

The WACA ResIP 2 GB Project Management Unit (WACA ResIP 2 GB PMU) invites eligible consulting firms (“Consultants”) to express their interest in providing the services described above. Interested consultants must provide information demonstrating that they have the required qualifications and relevant experience.

The attention of consultants is drawn to the provisions of the World Bank's conflict of interest rules as set out in paragraphs 3.14 et seq. of the “**Procurement Regulations for Investment Project Financing (IPF) Borrowers**”, seventh edition, September 2025, which are applicable.

IV. CONSULTANT PROFILE

Be a firm or a consortium of multidisciplinary firms combining expertise in conservation trust funds, financial modelling, investment policy and fundraising/resource mobilisation. **(Further details on the firm's profile are provided in the ToR).**

V. SELECTION METHOD

The consultant will be selected using the **Consultant's Qualification-based Selection (CQS) method**, in accordance with the procedures set out in the applicable World Bank Procurement Regulations for Investment Project Financing (IPF) Borrowers – Goods, Works, Non-Consulting and Consulting Services (seventh edition, September 2025). The best-qualified firm or consortium will be invited to submit a technical and financial proposal and then to negotiate the contract.

Interested consultants must:

- Demonstrate their experience in carrying out similar assignments by means of **certificates of satisfactory completion or certificates of technical capacity** (Certificate of completion). Only specific experience fully substantiated by the above documents will be taken into account.
- List references indicating: **the description of the assignment, the amount, the year of execution, the duration, the country, the entity or donor responsible for funding, the role of the consulting firm in the assignment (as sole consultant, lead member of a consortium or consortium member), etc.**
- Provide information on technical organisation and management capacity (**managerial capacity**), i.e. the availability of key staff and personnel required to carry out the assignment, and proof that the firm or consortium members are legally constituted and recognised. Present the consultant's profile and legal status, including administrative documents. A certified quality management system (ISO or equivalent) is an asset.

The instructions below are mandatory for evaluation and selection purposes; failure to comply may result in the application being eliminated.

The evaluation will cover only the last 10 years of experience of the firms/companies, i.e. from **January 2016 to 31 December 2025, and may extend up to 22 October 2026**. Do not include assignments prior to 2016.

Each specific activity or assignment described must be immediately accompanied by proof of its satisfactory completion (**certificate of satisfactory completion**), placed alongside it, or this proof must appear on the following page, or on the page following the table describing the similar or specific experience. **Firms that do not comply with the file organisation requirements may have their expressions of interest declared non-compliant and rejected.**

A score out of 100 points will be used to evaluate firms, of which **30 points for organisation and technical and management capacity (organisational structure and quality management system)**, and **70 points for similar experience**. Only consultants scoring 70 points or more will be considered qualified; the highest-ranked will be invited to submit a proposal.

Contracts, mission and validation reports, emails, invoices, receipts, etc., do not constitute proof of satisfactory completion of a similar assignment. For assignments carried out for foundations or donors that do not issue completion certificates, a reference letter signed by the client is accepted.

VI. SUBMISSION OF EXPRESSIONS OF INTEREST

Interested candidates must send their applications to the WACA ResIP 2 GB project coordination unit, located at Avenida Osvaldo Vieira, Casa Nº 10, Bissau, for the attention of its National Coordinator, Mr Leonildo Alves Cardoso, or by email: samuelfernandesspmwaca@gmail.com with copy to: leonildocardoso@hotmail.com no later than **22 October 2026 at 4:30 pm, Bissau time**.

Expressions of interest may only be submitted as follows:

✓ Email:

samuelfernandesspmwaca@gmail.com with copy to leonildocardoso@hotmail.com, with the subject line **“EXPRESSION OF INTEREST FOR THE SELECTION OF A FIRM OR CONSORTIUM FOR THE PREPARATION OF THE 2027–2030 BUSINESS PLAN AND THE 2027–2030 FUNDRAISING STRATEGY OF THE BIOGUINEA FOUNDATION (FBG)”**.

Expressions of interest must be sent by email no later than **22 October 2026 at 4:30 pm, Bissau time**.

VII. ADDITIONAL INFORMATION

Interested consultants may obtain further information on the reference documents at the address below: samuelfernandesspmwaca@gmail.com or by visiting the administrative office of the WACA ResIP 2 GB project at its PMU, located at Avenida Dom Settimio Arturo Ferrazzetta, Caixa Postal N° 70, Guinea-Bissau, Bissau, from 9:00 am to 3:00 pm, Bissau time, Monday to Friday.

The National Coordinator

Leonildo Alves Cardoso