



# Gold Standard<sup>®</sup>

*Climate Security & Sustainable Development*

## **GOLD STANDARD FOUNDATION STRATEGY 2030 AND 2024-2026 BUSINESS PLAN DEVELOPMENT**

REQUEST OF PROPOSAL FOR A CONSULTING SERVICE FOR STRATEGY 2030  
AND 3-YEAR BUSINESS PLAN DEVELOPMENT

August 2023

## 1. Context

Gold Standard Foundation (Gold Standard) is an international NGO based in Switzerland, working with governments, corporates, investors and project developers to help manage, measure and maximise impact in a credible way to contribute toward climate security and sustainable development for all. It was established in 2003 by WWF and other international NGOs as a best practice standard to ensure environmental integrity and sustainable development under the UN’s Clean Development Mechanism (CDM).

Our vision is to evolve Gold Standard from a primarily carbon market-based standard to a modular, multi-purpose impact standard with solutions that can scale sustainable and green investment to meet the needs of the global agenda.

Although Gold Standard has made great progress demonstrating best practice to deliver impact, the ambition of its vision is extraordinary. Global urgency to address climate change and build sustainable development pathway still require significant transformation and serious engagement and investment from governments, corporates, investors, project developers and civil society. On its path to catalyse “billions to trillions,” those stakeholders will need to ensure their investment is delivering real, credible, maximised impact on the ground. As we enter the last decade to achieve the SDGs, Gold Standard has strategically chosen to strengthen its global influence as a leading standard in ensuring highest integrity and maximised sustainable development impact in the various market mechanisms while expanding its activities to set the best practices and develop capacity for corporates, investors and governments to manage, measure and maximise their delivery and claim of impact.

Today, our standard, Gold Standard for the Global Goals (GS4GG) allows climate and development initiatives within carbon markets, corporate supply chains and other financial instruments to manage, measure and maximise their impact toward achieving both the Net Zero ambition of the Paris Agreement and the Sustainable Development Goals. Certification against the standard provides the confidence that these results are measure and verified, enabling credible credit impact claim and reporting. ISEAL Code Compliant and backed by a broad NGO Supporter Networks, Gold Standard has more than 3000 projects underway in over 90 countries, working with supply chains, and 4 funds with portfolios across multiple countries creating billions of dollars of shared value from climate and development action worldwide.

### **Current Governance**

The organisation currently employs approximately 50+ full-time professionals and operates out of its headquarters in Geneva, Switzerland and global clusters in the United Kingdom, India and Germany. It also has staff in Czech Republic, Thailand and France. Gold Standard’s governance structure consists of a Board of Directors and Technical Governance Committee, and is defined by its bylaws and statutes:

- The Board is the principal governing body. Its Chair and members provide guidance on strategic direction and handle all key policymaking decisions, including appointing the CEO and approving the annual work plan and budget.
- Technical Governance Committee (TGC) is a technical governance body of the Foundation, supporting Gold Standard to ensure technical integrity and innovation in line with the principles of the Foundation. A member of TGC is invited as a member of the Board subject to Board approval.

## 2. Objective and scope of work

In the context of the regulatory, organisational, scientific, technological transformation of the SDGs and Paris Agreement landscape, Gold Standard is seeking the services of a Consulting Firm on the formulation of its 2030 strategy and a 3-year business plan (2024-2026)

Key tasks will include, but not limited to, the following:

- Assess the previous Strategy:** Assess the previous Strategy 2020-2025 as the basis for the recommended Strategy 2030 and Business Plan. The assessment, based on data provided by Gold Standard, should include whether the outcomes, impact and KPIs/targets of the previous strategy were achieved, along with the causes for the achievement and/or shortcomings as well as a delineation of the lessons learnt and recommended remedies, if any.
- Provide an assessment on the changing environment, partnership landscape, and demands of key stakeholder groups affecting Gold Standard's strategic direction:** e.g., carbon market trends including emerging national/regional schemes and global frameworks, impact investors and financiers demand in needing third party certification of various financial instruments (private equity funds, bonds, debt facilities, blended finance vehicles, corporate funds and development finance institutions portfolios), corporate demand on tools and guidance towards holistic sustainability pathway including net zero, and digitisation trend in the ecosystem.
- Review and refine the value proposition of Gold Standard for key stakeholder groups (Governments, Corporates, Investors and Project Developers):** Study and assess where Gold Standard and its products and services should position itself during the period of the Business Plan with due consideration to where demand for Gold Standard lies or where demand could be created, including any innovation areas, identified niches or gaps for expansion and growth. This should include assessing the total addressable market (TAM), the serviceable addressable market (SAM), and the obtainable addressable market (OAM), benchmarking with other actors in the Gold Standard domain (including delineating comparative advantages and disadvantages). Moreover, this workstream should evaluate the risk in those identified areas and whether Gold Standard should maintain, enhance, reduce, or wind down any of its programs, and why.
- Delineate Gold Standard's Strategy, Strategic Objectives and Theory of Change:** Ensure alignment of the Strategy and Strategic Objectives with Gold Standard's vision, mission, and values. Internalize the assessment of the previous strategy as well as recent evolution of the SDGs and Paris Agreement space and its expected trajectory into 2030 and beyond. Take stock of stakeholder expectations (i.e., corporates, developers, governments, investors,

donors, staff, CSOs, etc.). Within this work stream, the Consulting Firm shall articulate a problem statement and how the Strategy, Objectives and Theory of Change can address it.

- E) **Identify big choices and investment areas that will be required to deliver the new strategy:** High level assessment of feasibility (and cost) implications will be conducted based on desirability (do GSF partners and impact agents want the service?), viability (can GSF create the funding streams needed to sustain GSF service?) and feasibility (does GSF have the skills/capabilities/resources needed to succeed?)
- F) **Develop a Strategic Results Framework (scorecard):** Define quantitative and qualitative metrics that translate Gold Standard’s key strategic directives, alongside appropriate benchmarks that are relevant to SDGs for climate, nature and society. In particular, the Consulting Firm should identify the key SDG impact of the programs recommended along with a detailed list of suggested annual outputs, outcomes and impact. The Consulting Firm is expected to define the cross-organisational KPIs based on the Theory of Change; moreover, the Consulting Firm shall provide programme specific metrics. In addition to the above, the Firm shall define quantitative and qualitative metrics for key operational directives (i.e. internal management metrics).
- G) **Develop 2024-2026 Business Plan:** The Consulting Firm shall work with Gold Standard to formulate a three-year Business Plan that delineates the programmes, initiatives and activities that will be undertaken annually over the period to achieve the Strategy and various quantitative and qualitative metrics that have been agreed upon. ToC of the Business Plan will be agreed at the onset of the project. This will include roadmap for Market Development and Marketing, Communication and Brand positioning, Organisation Design and Governance, and operating model. This will identify key investment areas that require dedicated budget.
- H) **Build a sustainable Financial Model** supported by assumptions and the resulting financial projections to assess the financial and resource impact of the key strategy options, new and existing products and services, and the financial sustainability of Gold Standard, taking into account Gold Standard’s ability to continue to advocate and deliver impactful programs and projects that target the achievement of SDGs by 2030.
- I) **Validate and update a Resource Mobilization Strategy and Action Plan.** Based on the Financial Model, it can be expected that the 2024-2026 Business Plan would require additional resource mobilization efforts by Gold Standard. The Consulting Firm is expected to assess the Resource Mobilization Strategy and update it with an Action Plan that is in sync with the 2024-2026 Business Plan. In line with the above, the Consulting Firm should provide insights on the donor/partner landscape (both currently and future trajectory), including types of funding, where there is a clear alignment of interest vis-à-vis the mandate and the prospective areas of intervention of Gold Standard. Action Plan should include building the capacity and systems to align Gold Standard’s operational capacity with the Strategy.

### 3. Approach, Timeline and Deliverables

#### Approach

Gold Standard will take an inclusive approach to engage internal and external stakeholders. The Consulting Firm will work for the successful completion of the engagement, including all its deliverables, as outlined in the scope of work above in

close coordination and continuous exchange with the Gold Standard Team, led by the CEO and Senior Manager of Strategy supported by the wider management team. This will be ensured by organising weekly meetings with the Consulting Firm. The selected Consulting Firm will maintain close contact with a designated Gold Standard focal point throughout the assignment who will facilitate access to documentation, relevant Gold Standard staff and other partners as needed. Oversight governing body will be established (pending Board resolution) comprised of 2-3 member of the Board and frequency of interaction will be further defined in the resolution.

- Facilitate Strategy Retreats:** The Consulting Firm shall facilitate a Gold Standard Management virtual retreat at the onset of the Engagement, one retreat in Q1 2023 for the Board (with management), and one for all staff retreat for generating input and alignment. Virtual staff engagement before the retreat will be required to ensure an inclusive development of the strategy. The Consulting Firm should use the Retreats to generate value-added input, and consensus, into the formulation of the 2030 Strategy and a 3 year Business Plan. More specifically, the Consulting Firm shall provide expert guidance to effectively plan the retreats (including structure, agendas, and questions), providing curated background at least one week in advance of the retreats, gathering notes during the retreats and providing summaries after the retreats.

### Timeline and Deliverables

The scope of this task should be completed within four months, preferably earlier. It is expected that this Engagement will begin on 18 September 2023 and will be completed by end of March 2023. The deliverables for this assignment are outlined in the table below:

Deliverables	Expected time
Project Kick-Off and Gantt Chart for the SOW	22-Sep-23 and 29-Sep-23
Facilitating Post-Project Kick-off Virtual Management Retreat	w/o 2-Oct-23
Draft Assessment of the Previous Strategy and Business Plan	20-Oct-23
Draft Assessment of SDG Environment, Partnership Landscape, and Market Trends	27-Oct-23
Draft Value Proposition for Gold Standard	3-Nov-23
Draft Gold Standard Strategy and Strategic Objectives	24-Nov-23
Identify big choices and investment areas that will be required to deliver the new strategy	1-Dec-23
Facilitating Board Retreat with Management	TBC Jan-24
Draft Strategic Results Framework (Scorecard)	12-Jan-23
Facilitate All-Staff Retreat	TBC Jan/Feb-24
Draft 2024-2026 Business Plan	23-Feb-24
Finalize Financial Model	15-Mar-24
Draft Resource Mobilization Strategy and Action Plan	15-Mar-24
Submission of Final Draft of All Deliverables	29-Mar-24
Potential Attendance in the Board Meeting	TBC-May-24

**Travel:** Apart from the Retreats, the cost of which shall be covered by Gold Standard, there is no expectation of travel for the assignment.

#### 4. Qualification criteria

Organizations wishing to submit a proposal should have a minimum of ten years' experience in working with analogous organizations (and particularly with public organizations, non-profits/INGOs, and IFIs) in the areas of strategy, business plans, operational efficiency, and effectiveness, change management, etc.

Proposals will be evaluated based on, but not limited to, the following formal criteria:

- 1) Timeliness. The proposals must be submitted on or before the stated deadline in order to be considered for further evaluation.
- 2) Proposal Format. The proposals shall follow the requested format and include all of its elements.
- 3) Proposed Scope of Work. Gold Standard will assess to what extent the proposal clearly addresses the needs of the assignment.
- 4) Qualifications and Team. Gold Standard will assess whether the proposed team possesses expertise and relevant experience to assure successful completion of the work and delivery of good quality outputs.
- 5) Work plan. The proposed work plan and approach will be assessed for efficiency, relevance and technical feasibility.
- 6) Budget. Gold Standard will assess if the budget is reasonable, adequate for the proposed work and provides good value for money.

#### 5. Contract Award

Gold Standard will award a contract to the proposal that best meets the needs of our project, the requirements of the funding institution and the principles of the Gold Standard procurement policy. We may also find that no proposal completely fulfils these needs and choose not to award a contract or alternatively to negotiate directly with one or more of the contractors to refine their proposals.

Proposals may be disqualified on the following grounds:

- Submission of an incomplete proposal
- Illegal conduct or attempts to influence the evaluation process
- Material misrepresentation in the proposal
- Determination that the contractor is in a conflict of interest or is unlikely to fulfil the terms or conditions of the proposal
- Requested changes by a contractor in the proposal representations made after the closing date
- Changes in laws or regulations affecting the solicitation

#### 6. Confidentiality

Proposals should not include proprietary or confidential information. Each recipient of this Request for Proposals should treat the contents of the solicitation as business confidential and should use and disclose the contents of the solicitation only for the purposes of preparing and submitting a proposal.

## 7. Application and closing date

Please submit your complete proposal to [recruitment@goldstandard.org](mailto:recruitment@goldstandard.org) no later than **5 September 2023 18:00 CET**.

<b>Indicative timeline</b>	<b>Due date</b>
Release of the Request for Proposals	22 August 2023
Closing date of the application process	5 September 2023
Presentation to the Board/Management	16 September 2023
Indicative date for award of a contract	16 September 2023

## **ANNEX. Draft Table of Contents for the GSF 3-year Business Plan (to be discussed)**

### 2024-2026 GSF Business Plan

#### EXECUTIVE SUMMARY

Mission, value proposition, products and services, growth strategy and organizational structure

#### ORGANISATION OVERVIEW

- Mission Statement
- Purpose and Values

#### PROBLEM ANALYSIS

- Problem Identification
- Problem Statement

#### PROPOSED SOLUTION

- Product & Service Overview
- Product & Service Specifications

#### MARKET ANALYSIS

- Market Segments
- Total Addressable Market
- Serviceable Addressable Market
- SWOT Analysis and Obtainable Serviceable Market

#### GROWTH STRATEGY

- Deployment sequencing of products and services
- Investment plan (build, buy and partner).

#### MARKET DEVELOPMENT AND COMMUNICATIONS PLAN

- Market Development Objectives
- Pricing Strategies
- Stakeholder Engagement and Communication Strategies

#### OPERATIONS PLAN

- Development and Delivery Process
- Customer Service

#### ORGANIZATIONAL DESIGN

- Management team
- GSF Organigram
- Board of Directors and Board Committees

#### FINANCIAL PLAN

- Financial Overview
- Financial Projections
- Cash Flows and Funding Requirements