

Term of Reference

A 501c3 Business Development Plan for World Forest ID Consortium

PROJECT BACKGROUND AND OBJECTIVES

The World Forest ID (WFID) Program is building the largest, geo-referenced wood sample collection for commercially traded timber species. With this collection, a range of scientific methods are being used to confirm or challenge claims about the species and provenance of forest products, to tackle fraud, illegal logging, and deforestation.

Illegal logging is a major environmental crime that leads to forest conversion and degradation. (<https://www.unenvironment.org/news-and-stories/press-release/unep-interpol-report-value-environmental-crime-26>). Without accurate information on the species and provenance of forest products, enforcement agents and traders have limited ability to verify a product's legality. This poses an increasingly difficult problem for importers and enforcement agents in regulated markets including the U.S., EU, Australia, South Korea, and Japan who must exhibit due care or validate customs documents. Scaling the uptake of wood identification technologies must be prioritized so that enforcement agents and buyers are able to verify the species and/or provenance of forest products as they move through domestic and global supply chains.

Historically, the biggest hurdle to scientifically validating the species and provenance of commercially traded forest products has been the lack of "reference" datasets; chemical, genetic, and anatomical databases which are used in a comparative manner to verify claims of traded forest products. Without these datasets, enforcement agents and commercial enterprises have little ability to verify the declared species and provenance of traded forest products. But a unique partnership was established in 2016 to overcome this hurdle, bringing together five organizations (AKA the Consortium) who now operate the World Forest ID Program. The WFID Consortium is made up of Agroislab, Forest Stewardship Council (FSC), Royal Botanic Gardens Kew (Kew), U.S. Forest Service International Programs (USFS IP), and World Resources Institute (WRI).

Each organization brought to the Consortium its scientific and technical expertise to overcome the reference database hurdle and have collectively developed legally robust (i.e., admissible in a court of law) field and laboratory protocols and an open-access chemical dataset for timber species at risk of illegal harvest. The WFID Program has developed chemical reference datasets of timber species from United States, Peru, Gabon, Solomon Islands and Papua New Guinea (PNG), demonstrating the successful implementation of the Program's collection and analytical protocols. Major expeditions are in the final planning stages and the Consortium is confident the WFID Program is ready for wide-scale expansion.

OBJECTIVE

Since 2016 the WFID Consortium has made great strides in developing the above-mentioned reference datasets and has subsequently drawn the attention of global corporate and enforcement entities interested in using this data. Our successes have led to the rapid growth of the Consortium's activities; growth that the Consortium (specifically, Advisory Board members representing each institution) no longer has the capacity to maintain.

The overall objective of this contract is to assist the WFID Advisory Board in the establishment of a 501(c)(3) WFID entity, suggestions for the most appropriate business model (e.g. WFID staffing and governance structures) that will be needed to successfully scale WFID program activities through fundraising and partnership building.

SCOPE OF WORK

Working with the Advisory Board, the Consultant will spend the initial contract period evaluating the Consortium's current working structure through familiarizing him/herself with WFID programmatic activities, stakeholders, and current audience. After the initial contract period, the Consultant will present a draft document describing their vision for establishing the 501(c)(3) entity and configuring current and proposed WFID structures (staffing and partner engagement) to the needs of being attractive to public and private benefactors likely to fund a stand-alone not-for-profit WFID. Once the Consultant's analysis has been reviewed and accepted by the Advisory Board, the existing period of the contract will consist of 501(c)(3) establishment and business model proposals (staffing and governance) such that the most appropriate sales pitch can be developed; followed by Consultant led introductions to potential funders, public and private.

EXPERTISE REQUIRED BY CONSULTANT

- Successful track record in 501(c)(3) establishment and configuration of business development to the specialist needs for non-profits working in the conservation space
- Expertise in effectively working with multiple large stakeholders
- Evidence of Consultant's fundraising successes and proof of Consultant's relationship with/and access to appropriate high net worth philanthropic entities and individuals

DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

- Draft analysis describing Consultant's approach to scaling up WFID's programmatic and fundraising activities
- Articles of incorporation and bylaws of 501c3 to accelerate the ability of WFID to meet its mission
- Development of a phase 1 business plan (6-12 months)
 - o Development of a governance structure reflecting the Consortium
 - o Development of initial staffing structure
- Development of fundraising roadmap
- Development of (sales) pitch/slide deck
- Provide introductions/access to 3+ philanthropic entities/high net worth individuals with interest in supporting WFID-type work

TIMEFRAME

- Nov-Dec: Terms of Reference agreed upon with Consultant

- Dec-Jan: Consultant drafts analysis on how best to scale up WFID's programmatic activities and funding opportunities
- Jan-Feb: Consultant develops WFID sales pitch and begins scheduling meetings with potential funders
- Feb-Jun: Consultant works with AB on fundraising
- March: WFID Business Plan is complete, including governance and staffing structures
- May: Launch of WFID as an independent non-profit
- June: Initial staffing needs met

DURATION OF CONTRACT

- DEC 2020 – JULY 2021