

TERMS OF REFERENCE

MAVA intergenerational leadership programme – Development and Implementation

A tailor-made intergenerational leadership programme for the 150 partners of MAVA, a leading European foundation. As MAVA will phase out of its funding to all partners by 2022, this new programme will be a key component of its strategy, building institutional resilience within MAVA partner organisations by supporting the professional development of young talent. We are looking for the organisation, or consortium of organisations, that will develop and implement this innovative programme over the next 4 years.

1. A key piece of our sustainability strategy

MAVA Foundation is a family-led, Swiss-based philanthropic foundation with an exclusive focus on the conservation of biodiversity. MAVA is active in 4 programmes: Mediterranean Basin, Coastal West Africa, Sustainable Economy and Switzerland. With these programmes, MAVA supports around 150 partners for a total annual budget of 70 million CHF.

The MAVA Foundation launched its [2016-2022 strategy](#), which will be its last strategic cycle meaning MAVA will phase out its funding to all partners by 2022. During this last strategy, MAVA focuses its efforts and concentrates its resources on key priorities per programme, with a greater emphasis on funding broader clusters of projects which are delivered by communities of partners working together (further detailed information about priorities of 2016-2022 strategy accessible [here](#)).

MAVA is strongly committed to ensuring the sustainability of nature conservation actions and the existence of a vibrant movement of actors. For the foundation, **a key component of nature conservation in the long term relies on individuals gifted with courage, passion, focus, energy, and vision who will carry on and multiply efficient, relevant and innovating initiatives long after MAVA's closing. Therefore, for its last strategic circle, MAVA has decided to develop and implement a specific strategy focusing on young talent and leaders who have strong connections with the objectives of our four programmes. We aim to build institutional resilience of the organisations engaged in our conservation work by triggering 2 levers:** enhancing the skills, knowledge and networks of young talent on the one hand and on the other hand, enhancing the capacities of senior managers to coach and provide space for young professionals to grow personally and professionally.

2. Intergenerational leadership

The traditional model of leadership, rather hierarchical, is gradually being replaced by a new model where everyone collaborates in a horizontal way and is empowered to be a leader. In this sense, leadership is not about building one's ability to control or delegate tasks, but about empowering everyone in the team to be a leader at their level and to take shared ownership of decisions and processes. This new model is flourishing among young people and young organisations, but those who benefit from the old model, or have no experience of other approaches, can struggle to grasp this new mode of operation. The rapid pace of environmental and societal change demands

flexibility, adaptability and opportunities for innovation and unconventional thinking – which is what the new model of leadership offers.

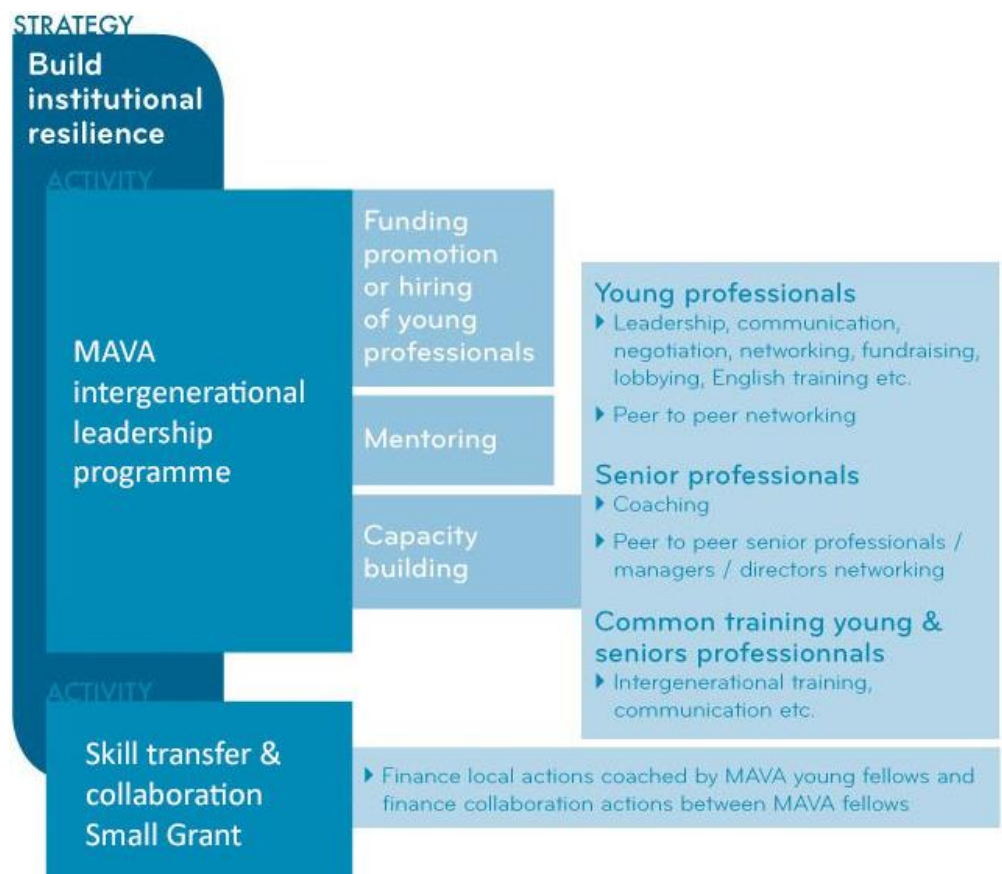
Empowering young professionals is only one part of the solution. An international team of young professionals from the World Commission on Protected Areas (WCPA) strongly raised the necessity “to revitalize and generate a substantive intergenerational leadership”. Thus, improving relationships between senior management and young professionals and re-thinking institutional set-ups mechanisms for the management of talent are elements to include in MAVA approach for building institutional resilience in its partners.

Interventions in the intergenerational leadership will position MAVA as a particularly innovative actor. There is in fact no such programme in the nature conservation sector that we are aware of, although this is more common in the private sector. Working with the intergenerational perspective is moreover a means to discuss and exchange with our partners about how they see the sustainability of their commitment, and their legacy and succession. In West Africa and the Mediterranean regions, this is particularly relevant as self-made pioneer leaders don’t always develop a vision and skills to create a legacy in their organisations which puts them in an extremely risky position. However, we are aware of the risks of this approach. If other programmes are not operating in this way, it could be in part because it's difficult to influence the leadership of senior managers/directors. So we have to move forward step by step and be subtle.

3. The scope of the call

The MAVA Foundation, through its Impact and Sustainability Unit (ISU), is launching this call for proposals to identify a partner or consortium of partners who will develop and implement its intergenerational leadership programme for a period of 4 years (up to June 2022).

Even though we welcome new ideas and methodology, we have identified the main building blocks of this programme (see scheme opposite).



A dual approach: Working with young talent and young professionals: enhancing the skills, knowledge and networks of young talent on the one hand and on the other hand, enhancing the capacities of senior managers to coach and provide space for young professionals to grow personally and professionally.

Main Activities: Training “soft skills”; mentoring (which we see as important); exchange with peers and networking; supporting organisational evolution; empowering young professionals through a small grant scheme.

Beneficiaries: MAVA partner organisations in the Mediterranean, West Africa, the Sustainable Economy field and, to a lesser extent, Switzerland. We currently have about 150 partner organisations, of which we expect 15 to 20 could participate in the programme every year. Note that we cannot assume that everybody speaks English, and thus the programme should be able to accommodate English and French speaking participants. Our partners include national NGOs, as well as international NGOs and some (inter)-governmental agencies.

A tailor-made programme...

We see the MAVA intergenerational leadership programme as being organised around a 12-18 month session with approximately 15-20 participants. It will be proposed to all MAVA partners (direct and indirect¹ partners) but on a voluntary basis.

Applications for the programme should be a duo of a senior and a young professional. The young professional can already be working in the organisation, or be specifically recruited. We may consider contributing to the young professional’s salary during the time of his/her participation in the programme.

The kick off of each session could be a 2-4 week “get together” to start training and exchanges (with senior professionals participating in one of the weeks).

We are open to revisit some of these fundamentals if, based on your experience, you can justify that another way to operate the programme would be more efficient.

... that goes beyond fellowship

The proposed programme should also identify and include specific actions to encourage senior managers to create space, engage with legacy and transfer of power and responsibility.

We also like the idea to setup of a “skill transfer & collaboration” small grant mechanism with a specific capacity development purpose for MAVA young professional program participants. The idea is to support their learning experience of leadership by coaching/mentoring a younger person from his/her community in the development of his/her nature conservation action (create a “ripple effect”) or stimulate exchanges and collaboration between MAVA programme young professional participants through common initiatives. This will also allow MAVA to encourage local actions from communities and nurture collaboration among the younger generation.

WE WILL NOT: Invest in technical, nature conservation training for young professionals. This will be done through other channels, if necessary. Therefore, one of the requirements to enter the

¹ Local partners contracted by MAVA direct partners.

programme will be to have an academic or vocational training in this area². Training in specific skills like leadership, fundraising, negotiating, networking, and communication is the focus of this programme.

4. Implementation

Phase 1: Development of the programme – November 2017 to February 2018

The selected organisation/consortium will work closely with MAVA to develop / fine tune the programme and ensure its integration within MAVA work.

Phase 2: Implementation of the first intergenerational leadership programme and consolidation – June 2018 to June 2019

The selected organisation/consortium will be responsible for the selection of participants, the implementation of the different activities of the programme (including the small grants) and the set-up of a monitoring and evaluation system. After the first year of implementation, an assessment will be done to identify corrective measures for the following 3 years.

Phase 3: Implementation of consolidated MAVA intergenerational leadership programme– June 2019 to June 2022

5. Evaluation of Proposals

Proposals will be evaluated based on the following:

1. Comprehensive:

The proposal is designed to build leadership and collaborative skills to address young talent development in MAVA partners and to ensure that MAVA's partner organisations offer the right conditions for young leaders to be able to emerge and develop professionally.

2. Relevant:

The proposal demonstrates the applicants' strong and long practical experience in strengthening young professional's leadership development, not necessarily in nature conservation field. Working experience and knowledge in MAVA regions will be a plus.

3. Pioneering:

The proposal is centred on: a) curriculum and education/training programme design that reflects international best practice for supporting leadership development but is targeted to address local challenges; b) innovative strategies to engage senior professionals and encourage them to nurture young talent; c) methods of instruction and learning that are innovative and participatory.

4. Inspiring:

The proposal includes an emphasis on sharing learning/lessons learned from this dual approach for creating further opportunities to better engage with senior managers when working on supporting development of young professional leadership.

² Furthermore, the foundation already supports nature conservation training mainly through its other programmes and a wide range of excellent nature conservation training is already available.

5. Catalytic:

The proposal will create opportunities for the young professionals by being part of a broader network of international professionals.

6. Eligibility Criteria

Applicants are required to be:

- A legal entity like a non-profit-making organisation such as civil society organisations, including non-governmental, non-profit organisations and independent foundations, community-based organisations, universities, and networks thereof at national, regional and international level; or a consulting firm
- Proficient in English and French

Given the diversity of actions to implement, we also welcome applications from consortiums of organisations (with a clearly identified leading organisation).

7. Value and duration of the grant

The MAVA Foundation will award one grant to one recipient or one consortium of recipients for the maximum value of CHF 3 million for 4 years of activity (up to June 2022) – Indicative figures: Leadership Program: 600 000 CHF / year and Small grants 150 000 CHF / year.

Staff time during the development phase (Phase 1: November 2017 – February 2018) will be funded by MAVA outside of this budget and must be included in overall budget of the proposal.

8. How to Apply?

All applicants are invited to submit an application using the MAVA Foundation concept note template. Submissions must be in English.

Short-listed applicants (a maximum of 3) will be contacted mid-October and invited for an interview.

Questions on this call can be addressed to: question.youngleaders@fondationmava.org

Please submit applications by email to the following address:

proposal.youngleaders@fondationmava.org

The closing date for the submission of applications is Friday, 29 September 2017 at midnight CET.

9. About MAVA Foundation

MAVA approach to grant making is reflected in its 4 values:

- *Unifying*: Gathering the relevant key players to address biodiversity conservation challenges and mobilising support for conservation action,
- *Empowering*: MAVA is convinced that nature conservation projects can only be successful if rooted locally, respecting local cultures and building the capacity of local organisations,
- *Flexible*: with its ability to mobilise funds, rapid decision-making, and understanding of the need for adaptive management, MAVA is an agile player able to fund innovative initiatives,

- *Persevering:* MAVA has built its credibility and strength by being a trusted partner for conservation organisations. We aim for effective long-term conservation successes with delivery of tangible results at key milestones.

Further information about MAVA Foundation are accessible in our [website](#) and in [our annual report 2016](#).