



**IUCN ESARO, South Africa Country Office, Green List Programme**  
**RfP Reference: IUCN-2023-08-P03389-001**

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

**1. REQUIREMENTS**

1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

**2. CONTACT DETAILS**

2.1. During the course of this procurement, i.e. from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your Proposal.

IUCN Contact: Daniel Marnewick, Programme Coordinator, [Daniel.marnewick@iucn.org](mailto:Daniel.marnewick@iucn.org)

**3. PROCUREMENT TIMETABLE**

3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

DATE	ACTIVITY
1 <sup>st</sup> August 2023	Publication of the Request for Proposals
16 <sup>th</sup> August 2023	Deadline for expressions of interest
7 <sup>th</sup> August 2023	Deadline for submission of questions
10 <sup>th</sup> August 2023	Planned publication of responses to questions
18 <sup>th</sup> August 2023	Deadline for submission of Proposals to IUCN (“ <b>Submission Deadline</b> ”)
25 <sup>th</sup> August 2023	Clarification of Proposals
29 <sup>th</sup> August 2023	Interviews/presentations
31 <sup>st</sup> August 2023	The planned date for contract award
5 <sup>th</sup> September 2023	Expected contract start date

3.2. Please email the IUCN contact to express your interest in submitting a Proposal by the deadline stated above. This will help IUCN to keep you updated regarding the procurement.

**4. COMPLETING AND SUBMITTING A PROPOSAL**

4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [ **IUCN-2023-08-P03389-001– bidder name**]. The bidder name is the name of the company/organization on whose behalf you are submitting the Proposal, or your surname if you are bidding as a self-employed consultant. Your Proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g. Email 1 of 3, if the attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

**IMPORTANT:** Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

4.3. *Pre-Qualification Criteria*

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

<b>Pre-Qualification Criteria</b>	
<b>1</b>	3 relevant references of clients similar to IUCN / similar work
<b>2</b>	Confirm that you have all the necessary legal registrations to perform the work
<b>3</b>	State your annual turnover for each of the past 3 years
<b>4</b>	How many employees does your organisation have who are qualified for this work?

4.4. *Technical Proposal*

The Technical Proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN’s discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN’s approval.

IUCN will evaluate Technical Proposals with regards to each of the following criteria and their relative importance:

	Description	Information to provide	Relative weight
1	Quality of technical approach	Explain how you will implement and meet the deliverables and objectives specified in the ToR.	30%
2	Expert specialisation & work experience	CV and relevant qualification(s)	25%
3	Demonstrated experience and expertise in similar assignments	Portfolios, reports, websites	30%
4	Work plan	Detailed work plan	15%
TOTAL			100%

#### 4.5. Financial Proposal

4.5.1. The Financial Proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

##### 4.5.2. *Prices include all costs*

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your Financial Proposal.

##### 4.5.3. *Applicable Goods and Services Taxes*

Proposal rates and prices shall be exclusive of Value Added Tax.

##### 4.5.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in [currency].

##### 4.5.5. *Breakdown of rates and prices*

For information only, the price needs to be broken down as follows:

	Description	Quantity	Unit Price	Total Price
1	Mentor and coordinate at least six sites through the Green List Assessment	6		
2	Coordinate the national implementation with key sites and partners	1		

3	Capture and write all lessons learnt	1		
4	Write monthly and final project reports	7		
	TOTAL			

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.7. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. *Withdrawals and Changes*

You may freely withdraw or change your Proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

## 5. EVALUATION OF PROPOSALS

5.1. *Completeness*

IUCN will firstly check your Proposal for completeness. Incomplete Proposals will not be considered further.

5.2. *Pre-Qualification Criteria*

Only Proposals that meet all of the pre-qualification criteria will be evaluated.

5.3. *Technical Evaluation*

5.3.1. *Scoring Method*

Your Proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

5.3.2. *Minimum Quality Thresholds*

Proposals that receive a score of '0' for any of the criteria will not be considered further.

5.3.3. *Technical Score*

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your Proposal's overall technical score.

5.4. *Financial Evaluation and Financial Scores*

The financial evaluation will be based upon the full total price you submit. Your Financial Proposal will receive a score calculated by dividing the lowest Financial Proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your Financial Proposal.

Thus, for example, if your Financial Proposal is for a total of CHF 100 and the lowest Financial Proposal is CHF 80, you will receive a financial score of  $80/100 = 80\%$

5.5. *Total Score*

Your Proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

<b>Technical:</b>	<b>70%</b>
<b>Financial:</b>	<b>30%</b>

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of  $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$ .

The top 3-proposals, after preliminary technical and financial evaluation, will be invited to an interview. The interview will only confirm and check statements made in the technical proposal, which may lead to re-scoring of the technical and financial evaluation if applicable.

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose Proposal achieves the highest total score.

## **6. EXPLANATION OF PROCUREMENT PROCEDURE**

- 6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.
- 6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.
- 6.3. All Proposals must be received by the submission deadline in Section 3.1 above. Late Proposals will not be considered. All Proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate Proposals. The contract will be awarded to the bidder whose Proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.
- 6.4. IUCN will contact the bidder with the highest-scoring Proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of Proposals takes.

## **7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT**

- 7.1. To participate in this procurement, you are required to submit a Proposal, which fully complies with the instructions in this RfP and the Attachments.
  - 7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant Proposal.
  - 7.1.2. Any incomplete or incorrectly completed Proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.

7.1.3. IUCN will query any obvious clerical errors in your Proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.

7.2. In order to participate in this procurement, you must meet the following conditions:

- Free of conflicts of interest
- Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
- In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
- Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
- Not bankrupt or being wound up
- Never been guilty of an offence concerning your professional conduct
- Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.

7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).

7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your Proposal which parts of the goods/services are provided by each partner or sub-contractor.

7.5. Each bidder shall submit only one Proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a Proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one Proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the Proposals with the bidder's participation to be disqualified.

7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
- Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.
- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

## **8. CONFIDENTIALITY AND DATA PROTECTION**

8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your Proposal in line with the procedure explained in this

RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.

- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your Proposal. Where you include personal data of your employees (e.g. CVs) in your Proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your Proposal.

## 9. COMPLAINTS PROCEDURE

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact [procurement@iucn.org](mailto:procurement@iucn.org). Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

## 10. CONTRACT

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

## 11. ABOUT IUCN

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools, and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organizations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

[www.iucn.org](http://www.iucn.org)

<https://twitter.com/IUCN/>

## 12. ATTACHMENTS

Attachment 1 *Specification of Requirements / Terms of Reference*

Attachment 2 *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*

Attachment 3 *Contract Template for self-employed and company*



Attachment 1

### **TERMS OF REFERENCE: CONSULTANCY TO MENTOR AND COORDINATE SITE ASSESSMENT OF THE GREEN LIST PROCESS IN ZAMBIA.**

#### **1. Introduction**

The International Union for Conservation of Nature (IUCN) helps the world find pragmatic solutions to the most pressing environmental and development challenges. The institution's work focuses on valuing and conserving nature, ensuring effective and equitable governance of its use, and deploying nature-based solutions to global challenges on climate, food, and human development. IUCN supports scientific research, develops and disseminates conservation 'knowledge products', manages field projects demonstrating practical interventions all over the world, and brings governments, NGOs, CSOs, the UN, and the private sector together to develop policy, laws and best practices. IUCN is the world's oldest and largest global environmental organisation, with more than 1,200 government and NGO members and almost 11,000 volunteer experts in some 160 countries. IUCN's work is supported by over 1,000 staff in 45 offices and hundreds of partners in the public, NGO, and private sectors around the world. IUCN's Eastern and Southern Africa Regional Office (ESARO) covers twenty-four countries in the Horn of Africa, Eastern Africa, Southern Africa and the Western Indian Ocean Islands.

#### **2. Project**

Trilateral Cooperation (Germany, China, Zambia and Namibia): Fair and effective protected area management for sustainable development – working together towards global standards (April 2023 – March 2024)

#### **3. Background**

The Zambian Ministry of Tourism and Arts (MoTA), through the Department of National Parks and Wildlife (DNPW) is participating in the Trilateral Cooperation Project by Germany (BMZ), China (NFGA), Zambia (MoTA) and Namibia (MEFT), which aims at improving the quality of protected area management and governance through the implementation of the 'IUCN Green List of Protected and Conserved Areas'. The project is implemented by IUCN.

An expert consultant will be contracted as a Site Mentor and Assessment Coordinator to support project implementation and six sites in Zambia with assessments against the Green List Standard.

#### **4. Objectives of the Consultancy**



- Support the revision of the adaptation and implementation of the Green List Standard in Zambia (e.g. sharing lessons from site assessment implementation)
- Support all selected sites with the Green List process and assessments in Zambia (application, self-assessment, action plans)
- Support all sites to develop site development roadmaps for self-improvement to assist them to meet the Green List criteria
- Organise training to facilitate skills development as needed by the sites, and identified through assessments
- Capture and co-author site and country experiences and lessons learned to feed into a project publication
- Organise project management meetings
- Liaise with DNPW and facilitate a collaborative working relationship between DNPW, IUCN, and GIZ, as well as other project partners.

## 5. Specific Activities

### 5.1. Assist Green List Site assessment and application process for all sites in Zambia:

- a. Support application procedure
- b. Support site managers through the self-assessment: counsel on management effectiveness and governance assessments (SAGE/METT), data use, generation, compilation, and submission of the Candidate Phase (via IUCN Compass platform)
- c. Prepare, accompany and report on EAGL site visit(s) to DNPW, IUCN and Project Management Team
- d. Coordinate elaboration and oversee implementation of site roadmap and action plan and broader project-related activities
- e. Coordinate, organise, and facilitate site manager training on the IUCN Green List Standard and related management and governance skills development needs.

### 5.2. Critically accompanying the Green List initiative at the national level in Zambia:

- a. Attending 'implementation group meetings' (2 x 2hrs/yr), plus prep. and follow-up time (e.g. revising, commenting on documents; 2 x 8 hrs)
- b. Ca. 2-4 additional ad-hoc meetings related to project management in smaller, informal rounds
- c. Track implementation of project plans and commitments, provide critical input, reports, and updates on activities and events to GIZ and associated partners (other site managers, DNPW, IUCN)
- d. Regularly liaise with DNPW to provide them project updates and feedback and facilitate a collaborative working relationship between DNPW, IUCN, and GIZ, as well as other project partners
- e. Actively contribute to preparation for exchanges with international partners (Namibia, China, IUCN, KfW),
- f. Sporadic emails/documents that need to be read to stay updated (work plans, protocols)
- g. Occasional active email correspondence to exchange with IUCN, GIZ, MoTA (DNPW)
- h. Knowledge management for site managers
- i. Capture and co-author site and country experiences and lessons learned to feed into a project publication

## **6. Deliverables:**

We require the following deliverables:

- 6.1. Site assessment narrative text and means of verification for all six sites are checked and loaded onto COMPASS, and communicated with EAGL.
- 6.2. Six EAGL site assessment visits are organised and undertaken.
- 6.3. Meeting notes for key meetings, incl. regular meetings with sites and DNPW.
- 6.4. Monthly, bi-annual, and final activity reports
- 6.5. Concise meeting minutes for all formal meetings and workshops
- 6.6. Communication on project outcomes
- 6.7. Contribution to action plans (if certain Green List indicators are not fully met) as necessary
- 6.8. Regular meeting with a) designated or de facto DNPW project focal point and b) IUCN Green List Regional Coordinator: proposal of further proceedings/path and 3+ action priorities, and action points following a meeting
- 6.9. Monthly meeting with site managers: discussion and planning of further proceedings/path and action priorities
- 6.10. Following up on all personal action points
- 6.11. Maintain all relevant documentation in a shared OneDrive folder
- 6.12. Text contribution on site and country experiences and lessons learned to feed into a project publication

## **7. Requirements and/or Criteria**

- 7.1. Education – Good academic profile (degree in a relevant subject; MSc level preferred, but not essential provided the candidate has strong relevant skills and experience)
- 7.2. Work Experience – 8+ years of nature conservation-related work, including protected area management, or 5+ years in conservation with other relevant related natural resource management experience
- 7.3. Language Proficiency – Fluency in written and spoken English is a must, fluency in another national language is an added advantage
- 7.4. Core Competencies:
- 7.5. Transparency: Able to build trust and contribute to informed and responsible decision-making by carrying out his/her work in a transparent manner; provides clear guidance to ensure that objectives and desired measurable results are understood by members of the team;
- 7.6. Inclusiveness: Understands and accepts cultural diversity, and provides a tolerant, positive, and supportive working environment that fosters respect for diversity, demonstrates the ability to work in a multicultural, multi-ethnic environment, and to maintain effective working relations with people of different nationalities and cultural backgrounds;
- 7.7. Professionalism: Promote the organization's interests, objectives, and values diligently and professionally;
- 7.8. Accountability: Takes responsibility for individual and collective actions.

## **8. Required Experience:**

- 8.1. Experience in conservation / natural resource management in Zambia.
- 8.2. Ability to coordinate work plans, facilitate collaboration across multiple organisations, and organise and manage workshops and meetings;

- 8.3. Strategic planning and programme development experience;
- 8.4. Excellent writing skills;
- 8.5. Direct experience working in and on protected / conserved areas or a related field (social engagement and participatory management processes would be a bonus), preferably in the region;
- 8.6. Excellent understanding of the trends and latest developments, priorities, challenges of and opportunities for protected area management and the different protected area management models, including of national parks, Natural World Heritage sites, community conserved areas and conservancies, nature reserves, PPPs etc., and the direct and indirect links with the wider landscapes;
- 8.7. At least five years in management and administration of projects in the field of biodiversity conservation, natural resources or environmental management, including management of donor grants and donor relations, technical and financial reporting, monitoring and evaluation;
- 8.8. Previous experience engaging and working with a wide range of conservation and natural resource management practitioners - from field to senior government manager levels, and other key stakeholders including communities;
- 8.9. Demonstrated ability to work as part of a team and communicate in a cross-cultural environment;
- 8.10. Experience in capacity-building activities related to biodiversity conservation and protected and conserved area management;
- 8.11. Experience with sustainability standards / certification an advantage;
- 8.12. Good computer skills, including use of databases and CRM (working knowledge of salesforce.com a bonus);
- 8.13. Excellent English writing skills;
- 8.14. Knowledge of the Green List Site assessment and application process will be considered an added advantage;
- 8.15. Practical field experience in protected area management in the region will be considered an added advantage.