Global Forest and Climate Change Program

Issue Date: April 24, 2019

Closing Date and Time: May 31, 2019 at 11.59 pm EST

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PART 1 – INSTRUCTIONS TO PROPOSERS AND PROPOSAL CONDITIONS

1.1. 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 950 staff 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 organisations 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
https://twitter.com/IUCN/

1.2. Summary of the Requirement

IUCN invites you to submit a Proposal for the Coalition for Private Investment in Conservation (CPIC) Platform Coordinator. The detailed Terms of Reference / description of the Requirement can be found in Part 2 of this RfP.

1.3. The procurement process

The following key dates apply to this RfP:
1.4. Conditions

IUCN is not bound in any way to enter into any contractual or other arrangement with any Proposer as a result of issuing this RfP. IUCN is under no obligation to accept the lowest priced Proposal or any Proposal. IUCN reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RfP, Proposers accept the conditions set out in this RfP.

Proposers must sign the “Proposer’s Declaration” and include it in their Proposal.

1.5. Queries and questions during the RfP period

Proposers are to direct any queries and questions regarding the RfP to the above IUCN Contact. No other IUCN personnel are to be contacted in relation to this RfP.

Proposers may submit their queries no later than May 25, 2019.

As far as possible, IUCN will issue the responses to any questions, suitably anonymised, to all Proposers. If you consider the content of your question confidential, you must state this at the time the question is posed.

1.6. Amendments to RfP documents

IUCN may amend the RfP documents by issuing notices to that effect to all Proposers and may extend the RfP closing date and time if deemed appropriate.

1.7. Proposal lodgement methods and requirements

Proposers must submit their Proposal to IUCN no later than 11.59 pm EST on May 31, 2019 by email to: elmedina.krilasevic@iucn.org. The subject heading of the email shall be [RfP – [CPIC Platform Coordinator] - [Proposer Name]]. Electronic copies are to be submitted in PDF and native (e.g. MS Word) format. Proposers may submit multiple emails (suitably annotated – e.g. Email 1 of 3) if attached files are deemed too large to suit a single email transmission.

**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 no later than 10.00 am EST on June 1, 2019, please send the relevant password to the same email address as used for submitting your Proposal. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

Proposals must be prepared in English and in the format stated in Part 3 of this RfP.

1.8. Late and Incomplete Proposals

Any Proposal received by IUCN later than the stipulated RfP closing date and time, and any Proposal that is incomplete, will not be considered. There will be no allowance made by IUCN for any delays in transmission of the Proposal from Proposer to IUCN.
1.9. Withdrawals and Changes to the Proposal

Proposals may be withdrawn or changed at any time prior to the RfP closing date and time by written notice to the IUCN contact. No changes or withdrawals will be accepted after the RfP closing date and time.

1.10. Validity of Proposals

Proposals submitted in response to this RfP are to remain valid for a period of 90 calendar days from the RfP closing date.

1.11. Evaluation of Proposals

The evaluation of Proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in part 3 of this RfP.

PART 2 – THE REQUIREMENT (TERMS OF REFERENCE for the Coalition for Private Investment in Conservation (CPIC) Platform Coordinator)

On behalf of CPIC, IUCN and TNC seek to recruit a CPIC Platform Coordinator in order to: (i) upscale the CPIC secretariat services, and (ii) strengthen the knowledge generation and management, and M&E outcomes of the CPIC Conservation Finance Initiative. IUCN and TNC intend to issue separate contracts for this assignment, under the joint Terms of Reference and based on a joint work plan and outputs. The maximum total budget for this assignment is $440,000.

2.1. Background

2.1.1. Need for Private Sector Investment in Conservation

Our planet is experiencing a dramatic loss of biodiversity. Although habitat loss and deforestation have been declining globally, the rate of loss still remains alarmingly high. In order to sustain humanity’s future on earth, substantial investment in natural capital is urgently needed. Given the benefits that nature provides to people, this investment should be framed as an investment in humanity, as part of the economic future laid out in the Sustainable Development Goals.

Government and philanthropic funding for conservation over the coming years are likely to be modest and will be insufficient to address the conservation funding deficit. Private investment capital can materially contribute to narrowing down the deficit and to address the conservation funding imperative. In order to deliver the volume of investment needed to address the scale of conservation challenges, investment opportunities that provide measurable, science-based conservation benefits and social impact to participating communities and to biodiversity, while delivering at-scale financial returns for investors, will be necessary. Experience to date with private finance in conservation suggests that, while there have been successes, overall investment volumes have been small, adequate returns have not always been achieved, and the knowledge required to build scalable investment products is dispersed. While public and philanthropic investment will continue to play a key role in conservation funding, this type of finance can also help to create the conditions for increasing private investment in conservation.

2.1.2. Coalition for Private Investment in Conservation

In order to fill the existing financing gap in conservation, a group of leading civil society organizations, private and public sector financial institutions, and academia have forged a partnership to deliver a material increase in private, return-seeking investment in conservation – Coalition for Private Investment in Conservation (CPIC, also Coalition),
see http://cpicfinance.com. CPIC was launched at the IUCN World Conservation Congress in 2016 by founding partners Credit-Suisse, Cornell University, IUCN and TNC and now has around 100 coalition partners. The members of the coalition are engaged in a concentrated and systematic effort focused on creating investment products able to provide a conservation and financial bottom line for private investors.

The CPIC is developing new investment models and funding pipelines that will help close the current conservation funding gap and contribute to the global goals for biodiversity conservation and sustainable development. Conservation finance represents a massive, undeveloped private sector investment. To increase deal flow in conservation investment, the CPIC is developing replicable, scalable investment “blueprints”. Building on the expertise and experience of the various partners, CPIC serves as a hub, connecting investors and financial institutions with in-country partners, who can help develop and execute investable deals that eventually produce an environmental and financial return.

CPIC is structured around a set of partners, a Steering Committee, a Secretariat and a set of Working Groups. The Steering Committee is responsible for guiding the organization of the Coalition and ensuring that it meets its objectives and purposes. The four initiating organizations with the leads from each of the thematic working groups form the Steering Committee. The Secretariat function has been rotated among these CPIC organizations. The intention is to transition the secretariat function to a third-party organization, which could be drawn from the Coalition members or be an external organization. The Coalition has established working groups to facilitate its work. The initial expectation is that working groups are to develop blueprints for the identified priority sectors: (i) coastal resilience, (ii) forest landscape conservation and restoration, (iii) green infrastructure for watershed management, (iv) sustainable agricultural intensification, (v) sustainable coastal fisheries. There are currently 27 deals, as a basis for blueprints within the CPIC pipeline.

Illustration 1. CPIC Members

[Image of CPIC Members]
Steering Committee

The Steering Committee consists of the four founding organizations plus the thematic working group leads. The Steering Committee meets regularly to review membership applications, plan twice-yearly member meetings (at present, one in the US and one in Europe), oversee the production and maintenance of communications materials (including newsletters and the CPIC website), and review the ongoing deals and blueprints.

CPIC Working Groups

Coastal Resilience Working Group: aims to attract private investments to solutions that preserve the integrity of coastal ecosystems as well as developing systems that can adapt to changes in sea levels. The working group is co-led by TNC NatureVest and Environmental Defense Fund.

Forest Landscape Conservation and Restoration Working Group: seeks to develop investment models for forest landscapes that aggregate multiple revenue streams including sustainable timber harvests, hunting leases, carbon credits and usage fees. Through capturing cash flows from the sustainable use of forest landscapes, the Working Group seeks to attract private investment capital to create both positive conservation and financial outcomes. The working group is led by the European Investment Bank.

Green infrastructure for watershed management Working Group: aims to develop financial vehicles to attract private capital to projects addressing stormwater issues, such as rain gardens, bioswales and restored wetlands. The working group is led by WWF.

Sustainable Agriculture Intensification Working Group: seeks to develop profitable solutions that meet human needs in a sustainable way to prevent habitat loss, land degradation and increased carbon emissions by creating financial incentives for farmers to increase production on available land while also encouraging sustainable practices. The working group is co-led by Rainforest Alliance and the GEF.

Sustainable Coastal Fisheries Working Group: seeks to develop strategies and financial models to attract investments towards initiatives that advance sustainable fishing practices, improve fisherman livelihoods, and restore fish habitats. The working group is co-led by Conservation International and Credit Suisse.

CPIC Blueprints

Blueprints are syntheses of investment deals in particular sectors and/or geographies. They are developed by thematic working groups from deals that the Working Groups have reviewed, and are based on the CPIC Conservation Investment Blueprint Development Guide, available at the CPIC website. The individual blueprint models are also available on the CPIC website.

2.1.3 CPIC Conservation Finance Initiative

Led by IUCN as an implementing agency for the Global Environmental Facility (GEF), the CPIC Conservation Finance Initiative will be launched in the summer of 2019. This GEF-funded project ($8.2M), supported by Rockefeller’s grant making mechanisms for investment proposal development ($2M), will make blended grant and non-grant funding available to project developers to get conservation project ideas into investability. The Initiative will leverage the network of public and private financial agencies, philanthropic bodies, conservation organizations and expert advisors in CPIC to deliver a set of innovative conservation investment deals. It is expected that the project will leverage up to $50M in private sector investment and serve as a unique learning and knowledge building opportunity for conservation finance and the CPIC community. The grant and reimbursable funds will be used to provide technical support, loans, equity stakes, credit guarantees and other essential pre-development and de-risking components to mitigate the barriers that have traditionally prevented project developers from attracting private investment at sufficient scale to achieve high conservation impact while also delivering reasonable risk-adjusted financial returns.
**Project components**

**Component 1: Execution of proof-of-concept CPIC-generated deals using blended finance**

Component 1 will blend non-grant resources with other grant resources to support the development of 6-8 CPIC-generated investment opportunities, with the expectation that this will result in 4-6 conservation investment deals with non-grant resources being returned to the GEF during and at the end of investment period. In addition, investment opportunities that adhere to investment blueprint models (“Blueprints”) but are not eligible for grant funding due to legal considerations will also be considered for non-grant investment. The combination of grant and non-grant resources is anticipated to leverage private capital for conservation up to $50M. The ultimate expected outcomes of Component 1 will be to have 30-60,000 ha of deforested and degraded landscapes under restoration and 10,000,000 ha of terrestrial, marine and coastal habitat with improved management integrating conservation and sustainable use of biodiversity. These are collective targets to be met via all investment proposals by the time of the Initiative’s exit from these investments. The GEF non-grant funds will be administered by the Investment Manager appointed by IUCN based on a competitive process in order to ensure cost-efficient and innovative use of available non-grant funds.

**Component 2: Knowledge generated for use of grant/non-grant instruments to incentivize private investment in conservation**

A fundamental issue in increasing deal flow for conservation is the lack of knowledge on approaches and best practices in the use of grant and non-grant instruments to manage risk and mobilize private sector investment. The Initiative is designed to experiment with various combinations of grant and non-grant funding, deployed in different ways, to examine the effectiveness of different financial instruments in attracting private sector capital, mitigating project risk, and generating both financial and non-financial returns. In addition, the Initiative will explore the types of conservation projects that benefit most from blended finance, and specific project or sector barriers that cannot be sufficiently addressed by blended finance approaches.

The project findings will be captured during the key stages of development and implementation of conservation investment proposals (including CPIC Blueprinting process, development of full proposals, resource mobilization from co-investors, deal closure and implementation) through case studies and other knowledge products, with expected participation of wide CPIC membership. Learning will be widely disseminated through CPIC and to a wider evolving community of practice on conservation investment.

The CPIC Platform Coordinator will have a key role in supporting the knowledge generation and dissemination from the Initiative and CPIC membership, including on: Improved knowledge on best practices for catalyzing private-sector investment at scale in conservation utilizing highly-leveraged non-grant public-sector resources (Outcome 2.1); and improved tools for assessing biodiversity and ecosystem services impacts from conservation investments (Outcome 2.2).

**Communication and Knowledge Management**

A full communication and knowledge management strategy will be developed under Component 2 of the proposed Initiative to communicate information on the Initiative and its results/lessons learned to all relevant stakeholders. The following elements will form part of the communication strategy.

The essence of the generation of knowledge strategy for the Initiative will be twofold: (1) To validate the innovative blended finance mechanism in incentivizing private investment in conservation and delivering on biodiversity and land restoration goals; and (2) Contribute to and replicate the CPIC Blueprints to scale up investments in conservation projects.

The communication of investment proposal advances and results will be a major component both during and at the close of the proposed Initiative. Internal communication within the CPIC, especially with the sectoral working groups,
is a basic tool for replication and scaling up. The means of communication will include the major IUCN and other channels, namely issue briefs, publications and corporate documents. Further dissemination can be through workshops and webinars as well as using the wider media where appropriate, especially to show positive impact on conservation and social welfare. Other agencies, in particular the project partners and CPIC members, would also be important channels of communication through their network and publications.

Knowledge management in the context of this project implies among other things improved recognition in the private sector of the possible returns from conservation investments, using blended finance; the increased engagement of other funders in the CPIC Blueprint approach; and the publication of case studies in due course, including on the use of metrics and tools.

Co-funding from Cornell University will be specifically devoted to supporting the development of investment blueprints during the work of the Working Groups, and ensuring that these blueprints are widely available through the CPIC membership via the working group website resources, a service to be provided by the CPIC Platform Coordinator.

Following the termination of the GEF project, case studies of the Investment Proposals will be presented, both descriptively, showing the generated environmental and social benefits, and on the use of metrics for validating impact - the current instruments available such as IBAT, ROOT, TNC's Investment Accelerator criteria and IUCN's own BRIM will be used for this. The case studies and metrics will indicate also the potential for scalability and replication.

Component 3: Monitoring and Evaluation

Component 3 will contribute to the objectives set out in Component 2 above, as well as the wider monitoring and reporting requirements of the proposed Initiative and its Investment Proposals. The M&E component will be developed by the CPIC Platform Coordinator in close collaboration and with inputs from the Investment Manager and in collaboration with IUCN.

Implementing Arrangements for the Initiative

IUCN as the GEF Implementing Agency will oversee the development and management of the Initiative. IUCN will contract an Investment Manager and a CPIC Platform Coordinator through a competitive bidding process to implement the project components.

The Investment Manager will implement Component 1, under the guidance and supervision of the Investment Committee. IUCN will appoint the Investment Committee members in coordination with CPIC members to supervise the work of the Investment Manager, ensure transparency and CPIC ownership, and take final investment decisions. The Investment Manager will also contribute baseline and monitoring data to Component 3 for integration into the Initiative’s overall M&E plan and results framework.

The components 2 and 3 will be coordinated by the CPIC Platform Coordinator to be hired by IUCN, working in collaboration with CPIC members. A major component of the work conducted in Component 2 will be delivered by the CPIC working groups that have considerable existing co-finance from CPIC members. Some additional in-kind co-finance will be provided by academic institutions. The Platform Coordinator will also collaborate with the Investment Manager to gather data on lessons learned as well as organize activities linked to the communications strategy.

2.2. The Assignment

2.2.1. Purpose of the Assignment
The secretariat and knowledge management function of CPIC is currently shared among the CPIC Steering Committee members. In order to support and upscale the CPIC secretariat services, as well as to strengthen the knowledge generation and management outcomes of the CPIC-related initiatives, IUCN with the CPIC partners is launching a call for proposals to recruit a third-party agency to act as CPIC Platform Coordinator.

It is expected that over a 3-year contracting period, the Platform Coordinator will provide the CPIC secretariat function, as well as knowledge management and M&E function for the CPIC Conservation Finance Initiative. The work of the platform coordinator will be supported by funding from two institutions, IUCN and TNC. Separate contracts will be established for the support provided under the Terms of Reference and based on the joint work plan and outputs.

2.2.2 Specific Goals and Activities

Component A - Secretariat Support for CPIC

The organization/entity taking on the role of CPIC Platform Coordinator will provide secretariat support for CPIC (in particular to the Steering Committee and working groups) and associated activities to facilitate the operations of work products, specifically to:

- Conduct regular communications and updates with the CPIC partners,
- Maintain and regularly update CPIC website, moderate forums, etc.,
- Organize the CPIC semi-annual meetings and associated events, at the direction of the Steering Committee and with the assistance of a meeting host institution,
- Manage the CPIC membership application and on-boarding process,
- Support external communications and engagement of CPIC directly, as well as via Steering Committee members and partners, through production of a monthly newsletter and production of content for the CPIC website (e.g., summaries of meetings, news of publications, a yearly calendar of events, member news),
- Coordinate future contributions to the work of the Platform Coordinator from partner organizations, and report on the technical and financial progress of the Platform Coordinator.

Component B - CPIC Conservation Finance Initiative: Implementation of the Component 2

As part of Component 2, the CPIC Platform Coordinator will ensure improved knowledge on best practices for catalyzing private-sector investment at scale in conservation utilizing highly-leveraged non-grant public-sector resources (Outcome 2.1); and improved tools for assessing biodiversity and ecosystem services impacts from conservation investments (Outcome 2.2). It is foreseen that the Cornell University’s Atkinson Center, and other CPIC members will provide significant in-kind support to the implementation of Component 2 (see Section 6 of the TOR for additional information).

The Outcome 2.1 will be achieved through delivering on the following outputs:

Output 2.1.1 Improved recognition among private-sector investors of the possible returns from conservation investments that use standardized CPIC Blueprints, and blended finance models demonstrated through the project

A key activity within component 2 overall, will be the development and implementation of a communication strategy to disseminate lessons learned and results. The communication strategy will be developed by the CPIC Platform Coordinator to facilitate this and other activities in component 2.

The proposed Initiative will leverage the CPIC network to disseminate information to private sector investors on possible returns from conservation investments, and its conservation benefits. The expectation is that by demonstrating concrete returns on financial investment and conservation impact using the Initiative’s blended finance models, more private sector investors will recognize the value in this form of asset class and thus demonstrate this through future investments.
The CPIC Platform Coordinator will work with the Investment Manager, CPIC members, and other stakeholders to collect and distribute the lessons learned throughout the Initiative’s implementation process. At the end of 36-month project period, the lessons learned report will be developed and made available all stakeholders and the public via various channels, including the IUCN and CPIC websites. Further channels will be described in the Initiative’s communication strategy. Progress towards Output 2.1.1 will be measured by the number of financial sector CPIC members who join the CPIC working groups.

**Output 2.1.2: Knowledge products, including common standards and replicable models for investable projects, targeted at conservation investment community on effective use of blended finance for conservation and how conservation investments can be profitable/successful across a range of geographies and contexts**

The CPIC Platform Coordinator, in close collaboration with Cornell University, will facilitate data gathering and synthesis into the investment Blueprint refinement process, assessment of the use of tools and metrics, and development of case studies and other publications. The following outputs will be delivered through this collaboration:

- Refinement of five to ten thematic Investment Blueprints developed for the delivery of investable conservation projects;
- An Assessment Report by the CPIC Research Working Group, to evaluate the impact of the thematic Investment Blueprints to incentivize (motivate) private investment in conservation;
- Two to three manuscripts submitted to an environmental or finance peer-reviewed journals, presenting the results of CPIC research;
- Two to three industry reports developed by the CPIC Research Working Group;
- At least one conservation finance transaction & deal structuring case study, developed by the CPIC Research Working Group;
- One op-ed article on the development of the conservation investment work proposed by CPIC in international and/or national news forums.

Combined with an effective communication strategy, these knowledge products will be used to convey the information on impact and ROI of conservation investments to bring conservation investment projects into the private sector. The most appropriate fit-for-purpose knowledge products will be developed based on interactions with project developers, CPIC members, and financiers (private and public) to ensure development of knowledge products that are useful and innovative to scale up and replicate the use of blended finance for conservation.

**Output 2.1.3: Increased engagement of other funders for CPIC approach to deal generation**

A key activity to this and other outputs of Component 2 will be the elaboration of an outreach strategy. This strategy will consider the following lines of communication: (1) Direct engagement with potential investors in the Initiative. Once the Initiative’s pipeline support process has demonstrated its potential to support projects to investability, the CPIC Platform Coordinator, supported by IUCN and CPIC Steering Committee members, will engage with bilateral and multilateral finance agencies to generate increased commitments to the grant and non-grant components.; (2) Delivery of CPIC Initiative lessons to wider investment community: conferences or others, research studies/reports developed for dissemination of knowledge products to wider audiences including other donors such as multilateral development banks and bilateral aid agencies; private financiers; CPIC members; and the GEF. Members of the project team will also attend events, defined during development of the communications strategy mentioned above, to increase visibility of the Initiative and further down the line, its investments. An indicative list of such events is provided below:

- The Conservation Finance Investor Conference
- Global Impact Investing Network Investor Forum
- Impact Investing Summit
- Endowments and finance summit
Activities described under Output 2.1.1 on the Blueprint development process and testing of tools also feeds into this output by being able to provide other funders with tangible examples of successful conservation project investments, Blueprints to apply to new investments, and tools to measure their impacts. The Investment Manager hired to execute Component 1 will also be required to engage with the CPIC Platform Coordinator to collaborate on engagement of other funders.

The Outcome 2.2 will be achieved through delivering on the following outputs:

**Output 2.2.1: Case studies on the use of metrics and tools (such as BRIM and ROOT) to validate global conservation returns and to demonstrate impact on SDGs**

Specific tools and metrics will be used on a project-by-project basis during implementation of the Initiative. The efficacy and effectiveness of these will be detailed in case studies to be developed by project partners such as Cornell University using information gathered by the Investment Manager during the lifetime of each of the Investment Proposals.

For projects that have intervention zones that are described in GIS system polygons, initial screening of potential biodiversity impact will be determined through a Proximity Report generated by the Integrated Biodiversity Assessment Tool (IBAT). This report will show what elements of globally significant biodiversity occur within a certain radius of project impact. For projects that have globally significant biodiversity occurring within this radius, the Investment Manager, advised by IUCN, will identify which components of biodiversity might be positively impacted by the investment. For projects that move ahead to the non-grant phase of investment, an ex-ante measure of the Biodiversity Return on Investment Metric (BRIM; see box below) will be established, and progress towards this target measured at points during the investment phase. The project will explore the extent to which the Restoration Opportunity Optimization Tool (ROOT) can be used to carry out optimization and trade-off analysis. Other landscape-scale social and governance evaluation frameworks such as the Verra Landscape Standard will be used to evaluate potential economic benefits that may be generated by investment deals. A detailed analysis of landscape initiatives and potential metrics is to be found in the CPIC Blueprint Development Guide.

Case studies will also be developed in collaboration with CPIC members during the process of development and refinement. As a CPIC initiative, the aim will be to pool as much insight and experience on conservation investments as possible. The aim is to share this knowledge generation between and across CPIC members, some of which are or will be working on related conservation investment themes.

The role of the Platform Coordinator will be to work with content providers (e.g. Cornell University, IBAT, the Investment manager and others) to coordinate lessons learned, case study and outreach material production and dissemination as outlines above under Output 2.1.2.

**Component C - CPIC Conservation Finance Initiative: Implementation of the Component 3**

The CPIC Platform Coordinator will work closely in collaboration with the Investment Manager of the Initiative and IUCN to implement the Monitoring and Evaluation Plan in accordance with GEF requirements. As part of Component 3, the Platform Coordinator will develop a project monitoring system to support the project implementation (Outcome 3.1), in accordance with the results framework of the Initiative (*Project Results

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1 Further details on ROOT are to be found at [https://naturalcapitalproject.stanford.edu/root](https://naturalcapitalproject.stanford.edu/root)

2 [http://verra.org/project/landscape-standard](http://verra.org/project/landscape-standard)


Framework") which includes indicators, targets, and sources of verification for each outcome and output. These indicators will be the guide for assessing progress in the implementation of the Initiative and whether the Initiative results have been achieved. The overall M&E plan, along with specific responsibilities of the CPIC Platform Coordinator are provided in the table below.

Table 1. CPIC Conservation Finance M&E Plan.

<table>
<thead>
<tr>
<th>M&amp;E activity</th>
<th>Frequency/Timeframe</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inception Workshop and Report</td>
<td>At start of project</td>
<td>CPIC Platform Coordinator and IUCN</td>
</tr>
<tr>
<td>GEF core indicator reporting</td>
<td>At investment close in all Investment Proposals and during mid-term and project close.</td>
<td>IUCN with Investment Manager and CPIC Platform Coordinator</td>
</tr>
<tr>
<td>Quarterly investment Progress Report</td>
<td>Within sixty (60) days after the close of each of the first three (3) calendar quarters of each year</td>
<td>Investment Manager</td>
</tr>
<tr>
<td>Monitoring of indicators in project results framework</td>
<td>Mid- and terminal evaluations</td>
<td>CPIC Platform Coordinator and Investment Manager</td>
</tr>
<tr>
<td>Field Supervision Missions</td>
<td>Approximately annually</td>
<td>Investment Manager</td>
</tr>
<tr>
<td>Monitoring of environmental and social risks, and corresponding management</td>
<td>Bi-annually or as needed</td>
<td>Investment Manager</td>
</tr>
<tr>
<td>Project annual report</td>
<td>Annually</td>
<td>IUCN, CPIC Platform Coordinator and Investment Manager</td>
</tr>
<tr>
<td>Investment Proposal audit reports</td>
<td>Annually</td>
<td>Investment Manager</td>
</tr>
<tr>
<td>Annual financial audit of the Investment Manager</td>
<td>Annually</td>
<td>Independent audit firm hired by Investment Manager</td>
</tr>
<tr>
<td>Mid-term review</td>
<td>Approximately after 18 months from Project start</td>
<td>Independent evaluation consultant hired by CPIC Platform Coordinator</td>
</tr>
<tr>
<td>Terminal Evaluation</td>
<td>Within one year of initial 36-month project implementation period</td>
<td>Independent evaluation consultant hired by CPIC Platform Coordinator</td>
</tr>
<tr>
<td>Project completion report</td>
<td>Upon the Initiative’s operational closure</td>
<td>CPIC Platform Coordinator</td>
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2.3. **Duration of the Assignment**

It is expected that the assignment will start in June 2019, and be carried out over a 36-month period, in accordance with the timelines of the GEF CPIC initiative.

2.4. **Reporting Requirements**

The CPIC Platform Coordinator will provide Provide regular updates to IUCN, TNC and the CPIC Steering Committee about the progress made in carrying out the agreed set of activities and implementation plans agreed at the start of the contracting period. The Platform Coordinator will be required to submit bi-annual progress reports and financial reports based on this TOR and associated contracts. Financial and technical reports of progress will be made by the selected agency to IUCN and TNC which will be approved under the recommendation of the Steering Committee.

2.5. **In-Kind Contributions to the Operations of the Platform Coordinator from the CPIC Community**

Cornell University, via the Atkinson Center, will be providing in-kind support for the Platform Coordinator, as well as financial support to the working groups. The support to the Platform Coordinator will come in the form of Cornell postgraduate student contributions to coordination of Steering Committee meetings, academic studies on the effectiveness of blended finance support to deals, measurement of performance metrics (the latter two activities in the context of the CPIC Research Working Group), and other contributions as necessary. The Platform Coordinator will be responsible for working with the Cornell students to ensure that the results of these activities are integrated into the smooth working of the Steering Committee, and results of the research working group are communicated to the wider CPIC membership and used in the GEF monitoring and evaluation process.

**PART 3 – THE EVALUATION MODEL**

Proposals will be evaluated through an Evaluation Model as described below related to both cost and technical merit. When assessing points, a 0-5 scale will be assigned.

<table>
<thead>
<tr>
<th>Points</th>
<th>Guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Exemplary response</td>
</tr>
<tr>
<td>4</td>
<td>Excellent, insightful response</td>
</tr>
<tr>
<td>3</td>
<td>More than adequate response</td>
</tr>
<tr>
<td>2</td>
<td>Adequate response, no significant depth</td>
</tr>
<tr>
<td>1</td>
<td>Inadequate response</td>
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<tr>
<td>0</td>
<td>No response given</td>
</tr>
</tbody>
</table>

**Evaluation**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Scoring Method</th>
<th>Points Awarded</th>
<th>Weigh</th>
<th>Total Points</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion and all Details Provided (name and registration details)</td>
<td>Yes/no</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Eligibility (no reasons for exclusion indicated)</td>
<td>Yes/no</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Financial Standing (historical financial information provided and no significant risks)</td>
<td>Yes/no</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Demonstrated understanding of the purpose assignment from the Technical Proposal (Section 4.2.)</td>
<td>Score 0-5</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Supply of services for CPIC Platform Coordinator

<table>
<thead>
<tr>
<th>Description</th>
<th>Score 0-5</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Described clear and appropriate methodology to develop and deliver all</td>
<td></td>
<td></td>
</tr>
<tr>
<td>assignments as described in TOR (Section 4.2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adequate plan in place to carry out the assignment with clear timelines,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>and deliverables (Section 4.2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposed key personnel has relevant expertise and experience able to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>achieve the objectives laid out the Terms of Reference.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demonstrated consultant’s experience in carrying out similar assignments</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL TECHNICAL POINTS**
(To be tallied by bid evaluation panel)

**TOTAL COST POINTS from Section 4.3**
(To be tallied by bid evaluation panel)

**TOTAL SCORE**
(technical total + cost total)
(To be tallied by project manager)

**Explanation of the relation between technical and cost score**

Each of the 5 technical questions will receive a mark out of 5, which will be weighted by 2. The maximum technical score is 10 x 5 = 50.

The maximum cost score of 50 will be assigned to the financial proposal with the lowest cost. Other financial proposals will be weighted relative to the lowest cost (lowest bid cost divided by the bid cost and multiplied by 50). For example, if the lowest financial offer received is $80 and scored 50 points, the financial offer of $100 will receive 40 points (80/100*50).

Technical (50) plus Cost (50) = 100.

If either of the technical question is scored 1 or 0, the proposal will be disqualified regardless of the cost score.

**PART 4 – INFORMATION TO BE PROVIDED BY PROPOSERS**

By participating in this RfP, Proposers are indicating their acceptance to be bound by the conditions set out in this RfP.

This Part details all the information Proposers are required to provide to IUCN. Submitted information will be used in the evaluation of Proposals. Proposers are discouraged from sending additional information, such as sales brochures, that are not specifically requested.

Each of the following must be submitted as a separate document, and will be evaluated separately.

**4.1. Declaration**

Please read and sign the Declaration in Annex 1 and include this in your proposal.
4.2. **Technical information/Service Proposal**

The agency entrusted with the role of CPIC Platform Coordinator should demonstrate its capacity to carry the responsibilities under the TOR, including:

- Having staff with relevant level of expertise and time commitment to carry out the activities and achieve the outcomes foreseen by this TOR;
- Demonstrate experience and track record in coordinating, and providing secretariat services to partnerships with diverse set of stakeholders and in conservation, finance or similar;
- Being familiar with GEF-financed projects, and GEF requirements for reporting and M&E;
- Having experience with knowledge generation, knowledge management, communication and outreach;
- Demonstrate good business practices and overall good track record working with clients and partners.

The consultant will submit the **Technical Proposal**, based on the TOR requirements laid out in Part 2 – The Requirement. The Proposal should entail the sections on:

- Understanding of the Assignment,
- Methodology for Carrying out the Assignment,
- Expected Outcomes and Deliverables,
- Workplan with Timelines and Milestones,
- Key Personnel and Qualifications,
- Description of Organization’s Experience (with at least 3 relevant references from carrying out similar assignments in the past 5 years).

The Technical Proposal will be evaluated based on the criteria indicated in Part 3 – The Evaluation Model.

4.3. **Pricing information**

**Rates and Prices**

The consultant will submit a **Financial Proposal** based on the template provided as Annex 2 to RfP. Please provide the budget breakdown that corresponds to the resources needed to complete the tasks from the ToR broken down by Components A, B and C, and in line with the Technical Proposal outlined in Section 4.2. The total budget must not exceed USD 440,000.

**Prices include all costs**

Submitted rates and prices are deemed to include all costs, insurances, taxes, fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Requirement. Any charge not stated in the Proposal as being additional, will not be allowed as a charge against any transaction under any resultant Contract.

**Applicable Goods and Services Taxes**

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

**Currency of proposed rates and prices**

Unless otherwise indicated, all rates and prices submitted by Proposers shall be in USD.

**PART 5 – PROPOSED CONTRACT**

The work of the platform coordinator will be supported by funding from two institutions, IUCN and TNC. Separate contracts will be established for the support provided under the Terms of Reference and based on the joint work plan and outputs.
PART 6 – DEFINITIONS

For the purposes of this Request for Proposal (RfP) the following definitions apply:

Contract
Means any contract or other legal commitment that results from this Request for Proposals.

Contractor
Means the entity that forms a Contract with IUCN for provision of the Requirement.

Instructions
Means the instructions and conditions set out in Part 1 of this Request for Proposals.

IUCN

IUCN Contact
Means the person IUCN has nominated to be used exclusively for contact regarding this Request for Proposals and the Contract.

Proposal
Means a written offer submitted in response to this Request for Proposals.

Proposer
Means an entity that submits, or is invited to submit, a Proposal in response to this Request for Proposals.

Requirement
Means the supply to be made by the Contractor to IUCN in accordance with Part 2 of the RfP.

RfP
Request for Proposals
PROPOSER’S DECLARATION

Contract for the provision of consultancy services: “Utilizing forest landscape restoration as a cost-effective bridge for the integrated deployment of national forest and land-use based mitigation and adaptation strategies”

1 ORGANISATIONAL INFORMATION

<table>
<thead>
<tr>
<th>Name/registered name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Status:</td>
</tr>
<tr>
<td>Current trading name (if different):</td>
</tr>
<tr>
<td>Registered number:</td>
</tr>
<tr>
<td>Year of registration:</td>
</tr>
<tr>
<td>Country of registration:</td>
</tr>
<tr>
<td>Registered address:</td>
</tr>
<tr>
<td>Telephone:</td>
</tr>
<tr>
<td>Fax:</td>
</tr>
<tr>
<td>E-mail:</td>
</tr>
<tr>
<td>Web-site:</td>
</tr>
</tbody>
</table>

2 CONTACT POINT FOR THIS TENDER

<table>
<thead>
<tr>
<th>Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position:</td>
</tr>
<tr>
<td>Telephone Number:</td>
</tr>
<tr>
<td>Email Address:</td>
</tr>
<tr>
<td>Address:</td>
</tr>
</tbody>
</table>

3 HOLDING OR PARENT COMPANY (if applicable)

<table>
<thead>
<tr>
<th>Name/registered name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previous names / registered names (if different):</td>
</tr>
<tr>
<td>Current trading name:</td>
</tr>
<tr>
<td>Previous trading names (if different):</td>
</tr>
<tr>
<td>Registered number:</td>
</tr>
<tr>
<td>Year of registration:</td>
</tr>
<tr>
<td>Country of registration:</td>
</tr>
<tr>
<td>Address / registered address:</td>
</tr>
</tbody>
</table>
4 REFERENCES

Please provide, in the table below, the reference information of at least three (3) projects, which are of a similar nature to that which will arise from this tender. The information must include:

- Client name, location, and date of execution;
- Description of project and specifically the work done in the project by you / your company;
- The approximate contract value;
- Contact details for checking references (you must provide the name, title, email address and telephone numbers of someone who can be contacted to confirm the references provided).

Proposers are reminded that the references provided may be checked and the outcome of their feedback taken in consideration during the technical evaluation. Proposers must ensure that the provided contact details of the proposed referees are complete, detailed and updated.

<table>
<thead>
<tr>
<th>Client Name, Location, and Date of Execution</th>
<th>Description of the Project and the Work performed</th>
<th>Contract Value (Currency)</th>
<th>Contact Details for Reference Check</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5 STATEMENT

I, the undersigned, being the authorised representative of the above Proposer, hereby declare that the Proposer has examined and accepts without reserve or restriction the entire content of the Request for Proposals (RfP) for the goods/services referred to above.

I confirm that:

- The Proposer is registered on the relevant professional or trade register of the State in which it is established;
- The Proposer is in full compliance with its obligations relating to the payment of social security contributions and the payment of taxes in accordance with the legal provisions of the country in which it is established, with those of Switzerland and those of the country where the Contract is to be performed;
- and that none of the following Exclusion Criteria apply to the above Proposer or persons having powers of representation, decision-making or control over it:
  - has a conflict of interest in connection with the Contract; (A conflict of interest could arise in particular as a result of economic interests, family or emotional ties, or any other relevant connection or shared interest.)
  - has been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection;
  - is bankrupt or being wound up, is having their affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of proceedings concerning those matters, or is in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
  - has been convicted of an offence concerning their professional conduct by a judgment of a competent authority which has the force of res judicata;
  - has been guilty of grave professional misconduct;
  - has been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity.

I acknowledge on behalf of the Proposer that:

- it is unacceptable to give or offer any gift or consideration to an employee of IUCN as a reward or inducement in relation to the awarding of a contract and that such action will give IUCN the right to exclude a Proposer from the procurement process;
- any direct or indirect canvassing by a Proposer or their appointed advisers in relation to this procurement or any attempt to obtain information from any of the employees or agents of IUCN concerning another
• any price fixing or collusion with other legal entities in relation to this RfP shall give IUCN the right to exclude the Proposer(s) from the procurement process and may constitute an offence.

I fully recognise and accept that any inaccurate or incomplete information provided in the Proposal may result in its exclusion from this RfP and other future contracts with IUCN.

The Proposer will inform IUCN immediately if there is any change in the above circumstances at any stage during the tender procedure or during the implementation of any resulting Contract.

The Proposer offers to provide the goods/services requested in the RfP on the basis of the following documents, which are submitted as password-protected electronic documents as detailed in section 1.7:

• Proposer’s Declaration (this document)
• Technical Proposal
• Financial Proposal

This Proposal is subject to acceptance within the validity period stipulated in the RfP (section 1.10).

_______________________________________________

<Date and Signature of authorised representative of the Proposer>

< Name and position of authorised representative of the Proposer >
# PROJECT BUDGET

**Organization:** [insert here]

**Project:** [insert here]

<table>
<thead>
<tr>
<th>Column (1)</th>
<th>Column (2)</th>
<th>Column (3)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL PROJECT BUDGET</strong></td>
<td><strong>IUCN+Other Sources (All Years)</strong></td>
<td><strong>IUCN only (All Years)</strong></td>
</tr>
<tr>
<td><strong>PROJECT REVENUE SOURCES</strong></td>
<td><strong>Amount (USD)</strong></td>
<td><strong>Amount (USD)</strong></td>
</tr>
<tr>
<td>IUCN</td>
<td></td>
<td></td>
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<tr>
<td>Government Sources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NGOs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please specify):</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

## BUDGET BREAKDOWN**

**Project Component***: [insert]

<table>
<thead>
<tr>
<th></th>
<th>Amount (USD)</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff (salary+benefits)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>specialist (monthly charge or daily rate/units)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel 2</td>
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<td></td>
</tr>
<tr>
<td>specialist (monthly charge or daily rate/units)</td>
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<td></td>
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<tr>
<td>Personnel 3</td>
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<td></td>
</tr>
<tr>
<td>specialist (monthly charge or daily rate/units)</td>
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<td></td>
</tr>
<tr>
<td>Consultancy &amp; Professional Fees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and Materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Workshops &amp; Events (breakdown by activity)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel (breakdown the DSA, air, surface travel, accommodation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic travel (breakdown the DSA, fuel, surface, accommodation)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International travel (breakdown by DSA, air, surface travel, accommodation)</td>
<td></td>
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</tr>
<tr>
<td><strong>Subtotal</strong></td>
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</tbody>
</table>

**Project Component***: [insert]

<table>
<thead>
<tr>
<th></th>
<th>Amount (USD)</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>[insert per categories above, if needed]</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other costs</th>
<th>Amount (USD)</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office &amp; General Admin. Costs (max 8%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audit (if applicable)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL BUDGET** | 0.00 | 0.00 |

Notes:
* Please fill out Column 2 in case of additional co-finance provided by the Implementing Partner
** Please edit the budget breakdown categories to suit the specific grant requirements. Insert additional rows as necessary.
***If required, break down the budget for each specific component of the project, and repeat/edit the budget categories.