



Request for Proposals (RfP)  
Conduct context analysis and provide recommendations  
regarding private sector engagement for business development  
of the PANORAMA – Solutions for a Healthy Planet initiative

**IUCN - International Union for Conservation of Nature**  
**IUCN Global Protected and Conserved Areas Programme**

**Issue date:** 30 November 2021

**Closing date and time:** 30 December 2021

**IUCN Contact**

[Aissa.traore@iucn.org](mailto:Aissa.traore@iucn.org)

[Marie.fischborn@iucn.org](mailto:Marie.fischborn@iucn.org)

**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 people's 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](http://www.iucn.org)

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

## **1.2 Project background**

PANORAMA – *Solutions for a Healthy Planet* is a partnership initiative, which identifies and promotes examples of tested and replicable “solutions” and enables their wider application through offering cross-sectoral global exchange opportunities, thus facilitating learning from successful practice in biodiversity conservation and sustainable use of natural resources. PANORAMA promotes solutions that demonstrate how well-protected biodiversity and well-managed ecosystems help address societal challenges and thereby achieve development benefits.

PANORAMA is a joint initiative of the International Union for Conservation of Nature (IUCN), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), GRID-Arendal, Rare, IFOAM Organics International, World Bank Group, International Council on Monuments and Sites (ICOMOS) and the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) with support from the German Federal Ministry for the Environment (BMU), the Norwegian Ministry of Climate and Environment and the Global Environment Facility.

PANORAMA contributes to achieving the Sustainable Development Goals, global biodiversity goals and targets under the Convention for Biological Diversity and the climate change adaptation and mitigation goals as defined under the UN Framework Convention on Climate Change (UNFCCC) and the Paris Agreement.

The function of the PANORAMA Secretariat is currently provided by IUCN and GIZ, which have each appointed staff to ensure the coordination and administration of the initiative.

The PANORAMA – *Solutions for a Healthy Planet* web platform ([www.panorama.solutions](http://www.panorama.solutions)) was launched in September 2016 during the IUCN World Conservation Congress in Hawai'i. The PANORAMA platform is the world's leading online database and digital interface dedicated to unearthing proven solutions that work for nature and people across sectors. Backed by a powerful alliance of international development and environmental organizations, PANORAMA features more than 1,000 solutions. It currently covers themes on ecosystem-based adaptation, agriculture and biodiversity, business engagement, nature-culture, sustainable urban development and resilience, protected and conserved areas, marine and coastal conservation, forest landscape restoration, species conservation and one health (upcoming).

## **1.3 Context**

Since 2019, the PANORAMA partnership is advancing the development and implementation of a new business model, with the objective to develop a sustainable business plan for PANORAMA in the long term, diversifying funding sources and attracting new partners. This process is being coordinated by the secretariat and carried out by members of the PANORAMA's Business Development working group, potentially involving external consultants, and coordinating with the Steering Group. The business development working group is comprised of individuals from several of the PANORAMA partner organizations, who have volunteered to be part of the group.

Different pathways for PANORAMA's business development should be elaborated, carefully considering potential and implications of different funding mechanisms and approaches, in order to prioritize and take decisions on preferred scenarios. This will be the basis for approaching potential donors such as private sector entities or foundations.

Some efforts regarding the development of a business plan have already been made in the past. Based on the results, the Business Development working group ran a two-day workshop (November 2020) in order to verify the existing results so far and plan for the further development process. The result of the workshop was the selection of three pilots business ideas:

- **Sponsorship and attracting new donors**
- Merits and success sharing
- Organisational rooms

Within the option around sponsorship and attracting new donors, a particular focus on exploring engagement of private sector and foundations has emerged. We believe that PANORAMA could be of interest for investment by private sector entities who wish to play a role in developing and promoting conservation solutions. These assumptions need to be verified, and support is needed on understanding the needs of private sector companies, potential required adaptations to PANORAMA, trade-offs and practicalities.

Given the sensitivity of engaging with profit-based organizations, who are profit-driven as opposed to the PANORAMA partner organizations and the initiative itself being not-for-profit, the working group advised to conduct a feasibility study. This should also encompass an investigation of opportunities for PANORAMA to seek funding from foundations.

To facilitate this objective, the PANORAMA Secretariat, represented by IUCN, is looking for a consultant to assess the viability of PANORAMA engaging with private companies and foundations. This context analysis will provide information and a basis for decision for PANORAMA to consider private sector engagement and funding from foundations as part of its future business model.

Private sector can be defined in this research as key actors such as profit-based companies, corporate and non-corporate foundations, private donors, family-offices, philanthropy organisations; financial sector stakeholders such as commercial banks, institutional investors and impact investors, among others which given the climate change and biodiversity potential impact might be interested to support development projects.

## **1.4 Summary of the Requirement**

IUCN invites you to submit a proposal to conduct a context analysis for the PANORAMA partnership initiative and advise if viable to engage with private sector entities and foundations. The detailed Terms of Reference / description of the Requirement can be found in Part 2 of this RfP.

## **1.5 The procurement process**

The following key dates apply to this RfP:

<b>RfP Issue Date</b>	30 November 2021
<b>RfP Closing Date and Time</b>	30 December 2021
<b>Estimated Contract Award Date</b>	10 February 2022

### **1) 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.

IUCN requires Proposers to refrain from corrupt and fraudulent/prohibited practices in participating in this procurement. To this end, Proposers must sign the "[Proposer's Declaration](#)" and include it in their Proposal.

Proposers shall permit IUCN to inspect all accounts, records and other documents relating to the submission of the Proposal and contract performance (in case of an award), and to have them audited by auditors appointed by IUCN.

## **2) 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 **20 December 2021**.

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.

## **3) 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.

## **4) Proposal lodgement methods and requirements**

Proposers must submit their Proposal to IUCN no later than 23:59 CET on 30 December 2021 by email to: [aissa.traore@iucn.org](mailto:aissa.traore@iucn.org). The subject heading of the email shall be [RfP – Consultant to investigate engagement of private sector and foundations for PANORAMA Initiative - [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.

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

## **5) 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.

## **6) 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.

## **7) 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.

## **8) Evaluation of Proposals**

The evaluation of Proposals shall be carried out exclusively with regards to the bids' relevance, experience of the consultant with similar work, adequacy and their relative weights specified in part 3 of this RfP.

## **PART 2 – THE REQUIREMENT**

### **2.1 Objective of the assignment**

Working under the supervision of the PANORAMA Secretariat, represented by IUCN, the main objective of this consultancy is to conduct an analysis of the context, assess opportunities and risks, and advise if the PANORAMA initiative should pursue private sector funding. The secretariat will coordinate closely with the PANORAMA Business Development working group, which leads the discussions on business development in the partnership.

An analysis and summary of **general private sector and foundations needs to collaborate with not-for-profit organisations and initiatives** and **PANORAMA's value proposition in terms of its attractiveness for the private sector and foundations** will be undertaken internally and will be provided to the consultant as baseline information, to integrate into the tasks and outputs.

### **2.2 Tasks and Outputs**

#### **Tasks**

- I. Run background research from PANORAMA partners on engaging with private sector and foundations to understand the opportunities and constraints**
  - a. review relevant institutional policies if existent,
  - b. conduct interviews with relevant representatives from PANORAMA Partner organisations (max. 1 interview/organization),
  - c. from the circle of PANORAMA partner organizations, identify concrete examples of other multi actor initiatives with similarities to PANORAMA that pursue private sector or foundations funding, and summarize their experiences in this regard (interviews with relevant staff)
- II. Define which type (profit-based/not-for-profit; which sectors) of private sector actors and foundations are the most relevant versus PANORAMA value proposition providing strong rationales**
- III. Organize a workshop (8 hours, preferably in person if circumstances allow, otherwise virtual) with the business development working group to present and discuss the recommendations**

#### **Outputs**

- I. Interim written report on the analysis of the partners' policies and guidelines, context analysis, mapping of private sector actors and foundations linked to concrete scenarios for framing PANORAMA's value proposition and attractiveness**
- II. Prepare and facilitate a final workshop to present and discuss overall analysis**
- III. Final written report covering key findings of the background research, workshop proceedings and conclusions**

## **2.3 Required Skills and Experience**

- At least University Degree in business administration, economics, international relations, environmental studies or a related field, or equivalent experience is required
- Minimum 5 years of employment or close engagement with private sector entities highly desirable.
- Demonstrated leadership, knowledge, understanding of private sector and foundations is required.
- Experience and knowledge of multi-actor partnerships and/or knowledge management and learning initiatives is strongly desired.
- Demonstrated knowledge of social business / Corporate Social Responsibility (CSR) approach to development is desired
- Experience in conceptualizing and facilitating workshops with participants from multiple institutions is required
- Excellent managerial/organization skills and a solution-oriented attitude is required
- A strong sense of client orientation and a strong drive for results is required
- Demonstrated ability to work well both independently and within a multicultural team is required
- Prior experience with international organizations or non-profits is strongly desired
- Taking ownership of all responsibilities and honors commitments: delivers outputs for which one has responsibility within prescribed time, cost and quality standards is required.

## **PART 3 – 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.**

### **3.1 Declaration**

Please read and sign the [Declaration](#) and include this in your proposal.

### **3.2 Technical information/Service Proposal**

#### ***Application procedure***

- 1) Online application with brief description of why the proposer considers her/himself the most suitable for the advertised consultancy;
- 2) Curriculum vitae indicating all past experience from similar projects and specifying the relevant assignment period (from/to), as well as the email and telephone contacts of at least three (3) professional references.
- 3) The financial proposal should specify a total lump sum amount in Swiss francs (CHF) for the tasks specified in this announcement and including. The contract price is fixed regardless of changes in the cost components.

### **3.3 Pricing information**

#### **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 Swiss francs (CHF).

## **PART 4 – 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	Means IUCN, International Union for Conservation of Nature and Natural Resources.
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