



PART I: REQUEST FOR PROPOSALS (RfP) FOR PROJECT MID-TERM REVIEW

IUCN LEAP PROJECT

Coastal and Ocean Resilience Programme,
IUCN Eastern and Southern Africa Regional Office

Location: The role may preferably be based anywhere within the Eastern and Southern Africa region, though may also be based outside the region.

Issue Date: 15 March 2022

Closing Date and Time: 27 March 2022, 23:59 EAT

Project title:	Locally Managed Marine Areas: Enhancing coastal and marine socio-ecological resilience and biodiversity conservation in the Western Indian Ocean		
Project Duration:	APRIL 2019 – MARCH 2023	Project n°:	P02342
Estimated start/end date of review:	4 April 2022 – 31 May 2022		

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 900 staff operating projects in 160 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 1,400 Member organisations and some 18,000 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.

Consultancy requirement

IUCN is seeking an independent consultant or team ("the Consultant") to lead the mid-term review of the "**Locally Managed Marine Areas: Enhancing coastal and marine socio-ecological resilience and biodiversity conservation in the Western Indian Ocean**" project. The detailed Terms of Reference are attached as PART II of this RfP.

The procurement process

The following key dates apply to this RfP:

RfP Issue Date	15 March 2022
RfP Closing Date and Time	27 March 2022, 23:59 EAT
Estimated Contract Award Date	4 April 2022

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" presented in Annex of this RfP 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.

Queries and questions during the RfP period

Proposers are to direct any queries and questions regarding the RfP to the IUCN Contact included at the end of this section. No other IUCN personnel are to be contacted in relation to this RfP.

Proposers may submit their queries no later than 25 March 2022, 12:00 EAT.

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.

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.

Proposal lodgement methods and requirements

For this review, IUCN welcomes applications from firms and/or individual Consultants. In order to be considered, the proposal needs to include:

- a) Personal CV of the Reviewer that will prepare and lead the activities, indicating all relevant past experiences and main competencies; CVs of any other people to be involved in the evaluation should also be submitted.
- b) A brief description (max 3 pages) of why the Reviewer or their team is the most suitable for the assignment, including a short description of the plan and methods envisaged to meet the mid-term review objectives.
- c) A budget description that demonstrates that the assignment will be done within the budget envelope. Due to the travel risks associated with the COVID-19 pandemic, applicants are advised to explore the use of in-country human resources and means of travel to the respective project countries and locations. The assignment entails field visits to the countries involved in the project, that is, Kenya, Tanzania, Mozambique, and Seychelles. The Budget has to be presented in USD (US Dollars).

Proposers must submit their Proposal to IUCN no later than 23:59 EAT on 27 March 2022 by email to: francis.musau@iucn.org, cc. peter.manyara@iucn.org.

The subject heading of the email shall be "**LEAP PROJECT MID-TERM REVIEW – PROPOSER NAME**". Electronic copies of all documents are to be submitted in PDF format. Proposers may submit multiple emails (suitably annotated – e.g. Email 1 of 3) if attachments are too large to fit a single transmission.

Proposals must be prepared in English.

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.

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.

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.

Evaluation of Proposals

The evaluation of Proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights as specified in (PART III) of this RfP.

IUCN Contact:

Francis Musau
Regional Monitoring and Evaluation Manager
IUCN Eastern and Southern Africa Regional Office
Email: Francis.Musau@iucn.org

PART II: TERMS OF REFERENCE FOR THE MID-TERM REVIEW OF IUCN'S LEAP PROJECT

Locally Managed Marine Areas: Enhancing coastal and marine socio-ecological resilience and biodiversity conservation in the Western Indian Ocean

Project Context

The International Union for Conservation of Nature (IUCN), founded in 1948, is the world's oldest and largest environmental organisation. Conserving biodiversity is central to the mission of IUCN. The goal of the organisation is to demonstrate how biodiversity is fundamental to addressing some of the world's greatest challenges such as climate change, sustainable development and food security. IUCN works toward its mission by developing hundreds of conservation projects all over the world from the local level to those involving several countries, all aimed at the sustainable management of biodiversity and natural resources.

The Western Indian Ocean (WIO) region lacks coherent systems of governance to support more diverse management of marine and coastal resources. As a result, local-level benefits from conservation are less effectively maximised, as resource users rarely play an equitable role in decision-making on the management of the resources. This project, implemented in Kenya, Mozambique, Seychelles and Tanzania, builds on existing experiences and knowledge to enhance socio-ecological resilience and biodiversity conservation by strengthening governance and management of marine and coastal resources. The project engages at multiple levels in order to:

- i. Deliver tangible benefits through direct action at the local level;
- ii. Strengthen the enabling institutional environment through policy influencing, advocacy, awareness and capacity building at national levels, and
- iii. Promote regional collaboration and cross-sharing of knowledge to enhance uptake across multiple countries in the WIO region.

IUCN leads the project's partnership and provides comprehensive technical support to achieve the delivery of the four main Outputs of the project. IUCN Eastern and Southern Africa Regional Office (ESARO) maintains various areas of best practice and guidance on governance and marine and coastal conservation that will support implementation. ESARO will also marshal the resources and expertise of IUCN's Global Programmes and Commissions (especially the World Commission on Protected Areas - WCPA) to assist project collaborators in the region and in each of the partner countries. IUCN will be responsible for the timely delivery of the project and effective use of available resources to achieve the project goal. IUCN will also lead project implementation, with local subcontractors and partners, in Kenya, Mozambique and Seychelles.

Objective of the LEAP project

The geographical scope of this four-year project cover four countries: Kenya, Mozambique, Seychelles and Tanzania.

The project is founded on four interlocking Outputs, aimed at strengthening the building blocks required for successful and sustainable coastal and marine area management by, and for the benefit of, local communities, with associated societal and environmental benefits at a landscape/seascape/island-wide scale, and at national level in terms of contributions to CBD Strategic Plan and UNFCCC commitments.

The long-term impact of the project is to achieve effective, equitable and inclusive conservation of coastal and marine biodiversity and ecosystem services in the Western Indian Ocean.

Project Outputs

In order to reach the above objective, the LEAP project aims to deliver the following outputs:

- **Output I:** Improved locally-relevant governance frameworks are developed and promoted to support equity and effectiveness in the design, decision-making and benefit sharing in at least 7 coastal, island and marine conservation areas in Mozambique and Seychelles.

- **Output 2:** Protected and conserved area planning, assessment and sustainable management tools developed and/or operationalized managed in at least 7 key sites in Mozambique and Seychelles.
- **Output 3:** Knowledge and awareness products on locally-appropriate PA governance and management approaches are developed and disseminated among local communities, civil society, private sector and government in Mozambique, Seychelles, Kenya and Tanzania.
- **Output 4:** National policy and regulatory frameworks are strengthened through an evidence-based policy advocacy/review in Mozambique, Seychelles, Kenya and Tanzania.

Rationale or Purpose for the mid-term review

This review fulfils the IUCN Monitoring and Evaluation Policy, and is an integral part of the project's monitoring and evaluation plan.

The mid-term review should highlight the impacts that the COVID-19 pandemic may have had, as it continues to impact normal project operations and may have necessitated adjustments that affect project delivery in a number of ways. There may have been delays, reduced efficiency, and cost impacts because of COVID-19 and related regulatory responses.

The project plans to conduct an independent mid-term review (MTR) for the purpose of assessing progress in implementation achieved to-date, identify key challenges and bottlenecks, and provide findings to inform learning to aid reflection on project management and early results. Its findings and recommendations will inform the appropriate management response on what follow-up actions will be taken to ensure a timely and successful delivery of project results.

A management response is IUCN's way of responding to the key issues and recommendations raised in the review, and is a critical part of IUCN's accountability. It enables IUCN and other stakeholders to use the findings to realign the remaining part of the project for success. The management response should be integrated as an annex to the report.

Finally, it also addresses the requirements of the project's donor, the International Climate Initiative (IKI), German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) in terms of project monitoring and evaluation.

The mid-term review will focus on relevance, effectiveness and efficiency, as well as sustainability and impact orientation.

Objectives of the mid-term review

The mid-term review should explore LEAP's work and achievements and IUCN support with the aim of providing guidance on how to maximize the potential for achieving the intended results and improve learning in its remaining timeframe (2022 to 2023). Through the assessment of the progress, performance, achievements and lessons learnt to date, the review will contribute to both learning and accountability.

The specific objectives of the mid-term review are:

- To assess the **relevance** of the LEAP project to its stakeholders and to the priority issues for successful and sustainable management of coastal and marine areas in the target countries.
- To assess the **effectiveness** of the LEAP project at achieving its objectives and provide clear insights about what has and hasn't worked so far and why.
- To assess the **efficiency** in terms of value for money of the delivery of the LEAP project outputs.
- To **identify lessons** and **provide a set of actionable recommendations** on how the project and the project coordination and management could be adjusted for further improvement and to strengthen project delivery.
- Assess the extent to which the project-supported LMMAs will sustain their operations or initiatives beyond the BMU-IKI funding.
- Assess the impact orientation of the project

The key questions for the mid-term review are:

Relevance:

1. To what extent does the work of the LEAP project address its objectives and the priority issues?
 - 1.1. To what extent have Implementing partners (IPs) and subcontractors been fit-for purpose?
 - 1.2. How relevant is the LEAP project, and in particular its recommendations, advice and outputs achieved so far to the target countries, Kenya, Mozambique, Seychelles and Tanzania?

Effectiveness:

2. To what extent is the project achieving its set targets and objectives?
 - 2.1. How effective is the the LEAP project's modus operandi? Are the IPs adequately supported from IUCN to deliver on their outputs? How have the problems encountered been resolved?
 - 2.2. How effective are the strategies in place in reaching out and influencing the LEAP project's target audiences? What factors have contributed to accelerate or hinder the uptake of the project's recommendations by its target audience(s)?
 - 2.3. To what extent is the Monitoring, Evaluation and Learning (MEL) strategy and tools set up helping to (a) answer key guiding questions, (b) detect any needed programme implementation adjustments for better progress towards results, and (c) collect the right kind of data in view of conducting an impact evaluation by the end of the project? What adjustments to the MEL system are recommended to help understand impact of the LEAP project?
 - 2.4. Is the project achieving its set targets and expected objectives?

Efficiency:

3. To what extent are the LEAP project's outputs in balance with the level of effort, time and resources spent?
 - 3.1 Have spending and project delivery progressed according to the planned schedule?
 - 3.2 Are there less costly ways of achieving the same outputs?

Learning:

4. What can we learn from the way the LEAP project is designed and implemented?
 - 4.1 What has and what hasn't worked well so far and what needs to be improved or done differently?
 - 4.2 Are there lessons or best practices that can be up-scaled or replicated in similar environments?

Sustainability:

5. Are the project interventions and benefits in the LMMAs likely to continue after the end BMU-ICI funding?
 - 5.1 What sustainability measures are in place?
 - 5.2 What exit strategy does the project have?
 - 5.3 To what extent is the project compliant to environmental and social safeguards applicable to locally managed marine areas?

Impact Orientation:

6. Is the project oriented towards a positive impact on people and nature?
 - 6.1 Indications of project positive impact on nature?
 - 6.2 Indications of positive impacts on people's lives and livelihoods?

Audience for the Mid-Term Review

The primary audiences for the review are the relevant government ministries, departments and institutions, including, the National Fisheries Research Institute (IIP), Ministry of the Sea, Inland Waters, and Fisheries, Mozambique; Ministry of Environment, Energy and Climate Change, Seychelles; Department of The Blue Economy, Office of the Vice President, Seychelles; State Department of Wildlife, Ministry of Tourism and Wildlife, Kenya; Kenya Wildlife Service, Kenya; Marine

Parks and Reserves Unit, Coastal and Marine Department, Ministry of Livestock and Fisheries, Tanzania; the implementing partners of the project, that is, Nature Seychelles; CORDIO East Africa; and AMA (Associação do Meio Ambiente).

Additional audiences include IUCN's Global Ocean Program, IUCN Centres for Conservation Action; Science and Data; Economy and Finance; and Society and Governance, and the national staff under the Coastal and Ocean Resilience programme in the IUCN ESARO region that are involved in the project.

The review will be made available to the public on IUCN's Evaluation Database/Website.

More specifically, the intended users and uses of the review are:

- The LEAP project's project coordinators and managers in IUCN's ESARO regional and national offices, for the purpose of managing the project, and in particular, for making adjustments to improve delivery of outcomes;
- The implementing partners, for the purpose of improving the effectiveness and efficiency of their work;
- The IUCN ESARO M&E Regional team, for the purpose of improving the LEAP project's monitoring and learning approach; and
- The Regional Director, Centre Directors, and Director General at IUCN, for the purpose of gathering lessons to inform future project design and implementation of related projects.
- The evaluation department at the International Climate Initiative (IKI), German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), to provide information to their authorities and public.

Methodology

This mid-term review will be carried out in conformity with the IUCN Monitoring and Evaluation Policy (2015)¹, which sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the review and evaluation of its projects, programmes and organizational units. IUCN's evaluation standards and criteria are based on the widely accepted OECD DAC Evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

The reviewer(s) is expected to develop a mid-term review framework based on the suggested review questions above but may suggest additional questions or modifications. The inception report will be prepared as the first deliverable of the mid-term review and will include an evaluation matrix presenting how the key issues will be addressed, the data sources and the data collection methods that will be used for the mid-term review and a set of criteria to rate the strength of the evidence collected. Adequately addressing the key review questions will be the basis for IUCN to sign off on the completeness of the mid-term review report.

All data collection tools are to be included as annexes to the final mid-term review report. The link between the review questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the mid-term review findings. Conclusion and recommendations should be underpinned by a strong set of evidence.

The review will seek the views of the range of stakeholders who have been engaged in the project to-date to conclude whether the project is on track and expected to realise its set objectives.

The reviewer(s) is expected to use mixed methods, including:

- Review of relevant documentation from the project;
- At least 10 interviews of key stakeholders (list to be provided at inception);
- Field visits to the project offices or LMMA sites where applicable (locations to be visited and lists of people to be met will be provided at inception);
- Other methods may be proposed as needed and as project resources allow, e.g. surveys or focus groups.

¹ The IUCN monitoring and evaluation policy 2015. URL.

https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf

Schedule and deliverables

The mid-term review will run from April to end of May 2022. The expected outputs are:

- An inception report including refined key review questions, revised evaluation matrix; approach to sampling stakeholders and field activities, work plan and schedule.
- A draft 20-page mid-term review report.
- A final 20-page mid-term review report, plus annexes (country specific analyses can be annexes).
- A 2-page summary of key findings, lessons, challenges, recommendations and messages from the final mid-term report to inform the Management Response.
- A 1.5-hour webinar on key findings, including 15 slides summary presentation of key findings.

A 20-page mid-term review report is expected to follow the format below:

- A. Title page including project identification details
- B. Executive Summary (including at a minimum the methodology, findings and recommendations)
- C. Table of Contents
- D. List of Abbreviations and Acronyms
- E. A short introduction to project/programme – context and description
- F. Purpose of the Review
- G. Review Issues and Questions
- H. Methodology (including approach to data analysis)
- I. Findings - organized according to the key review questions
- J. Conclusions and lessons learned
- K. Recommendations – actionable recommendations clearly linked to findings and lessons
- L. Appendices

Appendices must include: Review terms of reference; Data collection instruments; Review schedule/timetable (including field visits, if any); List of people met/interviewed; Documents consulted.

Outputs and Deliverables

Milestone / deliverable	Indicative completion date
Recruitment of Mid-term Review consultant	1 April 2022
Start date and Consultant appointed	4 April 2022
Inception report including final evaluation matrix	8 April 2022
IUCN comments on inception report	13 April 2022
Draft report	15 May 2022
IUCN comments on draft report	20 May 2022
Final Report, two-page summary and webinar	31 May 2022

Qualifications of the Reviewer(s)

IUCN requires a Reviewer or a team of Reviewers with experience in assessing change in complex systems and with expertise and knowledge in the fields of coastal and marine management and/or governance, biodiversity conservation, marine protected areas and/or other effective area-based conservation measures, social science, fisheries resource management, sustainable development or a combination thereof, applied to ocean conservation.

In addition, the consultant or lead consultant shall have:

- At least 10 years' experience as an evaluator with demonstrated quantitative and qualitative data collection and analysis skills, with proven record of conducting formative, process and impact evaluation;
- Proven experience in evaluating similar projects, preferably marine protected areas (MPAs) or Locally Managed Marine Areas (LMMAs);
- Possess at a minimum, a Master's degree;
- Complete independence from IUCN, the Implementing Partners (IPs), and Government agencies;

- Fluency in English, plus Portuguese languages preferred.
- Women candidates are strongly encouraged to apply. IUCN is an equal opportunity employer and the successful candidate will be selected based on merit.

Budget

The maximum available budget for this mid-term review is USD \$20 000. Please consider that this amount is inclusive of travel and accommodation expenses as may be applicable.

The Consultant(s) shall be paid by IUCN upon completion of the following milestones.

- 30% upon signing of the contract
- 30% after presentation of the draft report that is acceptable to IUCN (a review will be done)
- 40% after the approval of the final reports

PART III: PROPOSAL EVALUATION CRITERIA

Proposals submitted for this evaluation will be evaluated based on the following criteria.

Evaluation Criteria	Points available
1. Quality of the Expression of Interest	40
Understanding of the assignment	10
Approach and capacity to deliver on the mid-term review objectives	20
Methods proposed	10
2. Qualifications of the evaluator(s)	50
Experience of the evaluator(s)	20
M&E expertise	10
Thematic expertise	10
Language skills	10
3. Budget	10
Total	100 points

PART IV: REQUIRED INFORMATION FROM 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.

DOC1- Declaration

Please read and sign the "Proposer's Declaration" presented in annex and include this in your proposal.

DOC2- Technical information/Service Proposal

For this mid-term review, IUCN welcomes applications from Organisations and/or individual Consultants. In order to be considered, proposal needs to include:

- a) Personal CV of the Evaluator that will prepare and lead the activities, indicating all relevant past experiences and main competencies; CVs of any other people to be involved in the mid-term review should also be submitted.
- b) A brief description (max 3 pages) of why the Evaluator or the Evaluator's team is the most suitable for the assignment, including a short description of the plan and methods envisaged to meet the mid-term review objectives.
- c) A budget description that demonstrates that the assignment will be done within the budget envelope.

DOC3- 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

All rates and prices submitted by Proposers shall be in USD, US Dollars.

ANNEX 1: PROPOSER'S DECLARATION

Contract for the provision of the IUCN LEAP Project Mid-Term Review.

1 ORGANISATION INFORMATION

Name/registered name:	
Legal Status	
Current trading name (if different):	
Registered number:	
Year of registration:	
Country of registration:	
Registered address:	
Telephone:	
Fax:	
E-mail:	
Website:	

2 CONTACT POINT FOR THIS TENDER

Name:	
Position:	
Telephone Number:	
Email Address:	
Address:	

3 HOLDING OR PARENT COMPANY (if applicable)

Name/registered name:	
Previous names / registered names (if different):	
Current trading name:	
Previous trading names (if different):	
Registered number:	
Year of registration:	
Country of registration:	
Address / registered address:	

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(s) 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 proposal's technical evaluation. Proposers must ensure that the provided contact details of the proposed referees are complete, detailed and updated.

	Client Name, Location, and Date of Execution	Description of the Project and the Work performed	Contract Value (Currency)	Contact Details for Reference Check
1				
2				
3				

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 Proposer may result in disqualification; and
- 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:

- Proposer's Declaration (this document)
- Technical Proposal
- Financial Proposal

This Proposal is subject to acceptance within the validity period stipulated in the RfP.

Date and Signature of authorised representative of the Proposer

Name and position of authorised representative of the Proposer

ANNEX 2: DRAFT EVALUATION MATRIX, TO BE COMPLETED AT INCEPTION BY THE EVALUATOR

Completing and finalising the evaluation matrix, particularly the sub-questions, should draw on the learning questions identified in the MEL strategy, to be provided by IUCN.

Evaluation Criteria	Key Review Questions	Sub-questions	Data sources / data collection methods	Results Summary	Rubrik for Evidence Rating

ANNEX 3: INDICATIVE LIST AND CONTACT OF STAKEHOLDERS WHO HAVE BEEN ENGAGED IN THE PROJECT TO DATE

To be shared once the evaluator has been selected.