Request for Proposals (RfP)  
Mid-Term Review Consultant

IUCN Eastern and Southern Africa Regional Office (ESARO)  
SADC TFCA Financing Facility (SADC TFCA FF)

Issue Date: 28 August 2023

Closing Date and Time: 12 September 2023 at 17:00 SAST

IUCN Contact:  
Kudakwashe Chigodo  
Team Leader: SADC TFCA Financing Facility  
IUCN (International Union for Conservation of Nature)  
Email: Kudakwashe.Chigodo@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 15,000 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 individual consultancy of Mid-Term Review for the SADC TFCA Financing Facility. The detailed Terms of Reference can be found in Part 2 of this RfP.

1.3. The procurement process  
The following key dates apply to this RfP:

<table>
<thead>
<tr>
<th>RfP Issue Date</th>
<th>24 August 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rfp Closing Date and Time</td>
<td>14 September 2023 at 17:00 SAST</td>
</tr>
<tr>
<td>Estimated Contract Award Date</td>
<td>6 October 2023</td>
</tr>
</tbody>
</table>
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 7 September 2023 at 17:00 SAST. 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 14 September 2023 at 17:00 SAST by email to: Kudakwashe.Chigodo@iucn.org. The subject heading of the email shall be [RfP – SADC TFCA FF Mid-Term Review- [Proposer Name]]. Electronic copies are to be submitted in PDF and 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 exceeding 20 MB. Proposals must be prepared in English and in the format stated in Part 4 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

Background

The SADC Transfrontier Conservation Areas Financing Facility (SADC TFCA FF) is a grant-making mechanism established to provide the basis for long-term and more sustainable funding for SADC TFCAs. The fund became operational in 2020, with initial funding from the Federal Ministry for Economic Cooperation and Development in Germany (BMZ), through KfW Development Bank. The target is to grow the fund up to EUR 100 million in the long term through contributions from various International Cooperating Partners (ICPs). The TFCA FF is implemented by the International Union for Conservation of Nature (IUCN), Eastern and Southern Africa Regional Office (ESARO). The Project Management Unit for the TFCA FF is based in the IUCN South Africa Office.

The SADC TFCA FF is aligned with the objectives of the SADC TFCAs Programme and informed by a number of SADC Protocols and Regional Development Strategies.

The programme has a focus on improving three main areas:
- Improved habitat connectivity, especially for elephants and large carnivores as flagship species (“species” dimension);
- Improved management effectiveness of TFCAs and PAs (“habitat” dimension); and
- Improved livelihoods for communities affected by human-wildlife co-habitation (“people” dimension)

The initial phase of the TFCA FF runs from 2020-2026. This phase started with an initial funding from KfW of EUR 12 million. To date, there have been subsequent commitments by the German Development Cooperation (EUR 11 million + 2 million + 8 million) of up to EUR 33 million. Following two Calls for Concept Notes, 83 applications were received for Covid-19 Response Grants and the Main Call. To date, up to EUR 15.6 million is committed in 26 projects which are at various stages of implementation. These funds are disbursed to Government Agencies, NGOs, and CBOs. The main activities for the project portfolio highlighted above, include but are not limited to: law enforcement support, fire management, human-wildlife conflict interventions, protected area infrastructure development and maintenance, tourism development and alternative livelihoods. Following three years of implementation, the SADC TFCA FF is now fully operational. The timing of the review has been chosen as the TFCA Financing Facility is mid-way of implementing the initial phase of the TFCA FF programme.

Aim and Objectives of the Mid-term Review

This mid-term review is requested by IUCN to assess the progress and performance of the SADC TFCA Financing Facility.

The overall purpose of this review is two-fold:

I. **Learning and Improvement:** It is intended that the outcomes of this mid-term review will provide useful and relevant information to the ongoing scope of work of the SADC TFCA Financing Facility; and provide guidance for implementation mechanisms of subsequent SADC TFCA FF interventions.

II. **Accountability:** The mid-term review is also an instrument for the overall accountability system of the Financing Facility.

Specific objectives of the review will be as follows:

i. Assessing the effectiveness and efficiency of SADC TFCA FF on the institutional and process framework such as governance and management structures, grant making processes, ESMS, evaluations and approvals of grants, monitoring & evaluation frameworks.

ii. Determining the relevance and appropriateness of the SADC TFCA FF approach in relation to the needs of key stakeholders - SADC Secretariat, SADC Member States, ICPS/donors and IUCN and the SADC TFCA Programme.

iii. Assessing the fundraising, growth potential and convening power of the TFCA FF, by stimulating dialogue with potential donors and partners, and serving as a reference point for major donors of the SADC TFCAs.

iv. Identifying lessons learned on the strategic approach (strategic processes and mechanisms put in place to achieve the TFCA FF objectives).

v. Providing short-term (operational) and strategic recommendations to key stakeholders.
Intended Uses and Users
This midterm review is commissioned by IUCN. The main users and uses of the review are expected to be:
- **SADC Member States**: to reflect on progress for the Facility (focusing on the governance and operational framework of the TFCA FF).
- **Project Steering Committee**: to adjust their role/approach in providing policy guidance and strategic oversight to the TFCA FF.
- **IUCN and SADC TFCA FF Project Management Unit**: to guide programme implementation based on lessons learned and analysis of past results.
- **KfW**: to reflect on their current support to the TFCA FF; KfW and future funders to understand the impact of the SADC TFCA FF to date, and the necessary adjustments that may affect the way their investments are managed through the SADC TFCA FF.
- **Individual project managers** to provide contributions on any adjustments required to improve efficiency and effectiveness of the Facility.

Scope of Work of the Consultant
The consultant will undertake the following reviews to achieve the objective of the Assessment:
- The governance mechanisms for TFCA FF;
- Operations and Grants Manuals; ESMS, applications templates, selection criteria, score sheets, process of reviewing proposals, process for approval of grants by PSC and the donor, contracting, reporting, management of timeframes and deadlines; TFCA FF work plans and operational tools; internal IUCN procedures for managing grants; communications - to determine whether the documents/tools are clear, complete and comprehensive and TFCA FF Project Management Unit can readily use their content to carry out their functions;
- The process for designing and launching Calls for Concept Notes, reviewing funding proposals and approval of projects for funding;
- The framework for monitoring performance and impact of activities financed by TFCA FF;
- Any risks and challenges related to IUCN, SADC Secretariat, Project Steering Committee, grantees, applicants, host countries, host TFCA, donors, ICPs? Where would we need additional resources and who would provide such?
- TFCA FF’s fundraising strategy and approach to resource mobilization.

Methodology and Approach
The Assessment will be carried out through the following approach:
- Review of grant agreements; operational & ESMS manuals; progress reports to KfW, SADC and PSC.
- Interviews with: TFCA FF Project Steering Committee members, SADC Secretariat, other SADC Member States, IUCN staff, Donors or other partners, and other members of the SADC TFCA Network as appropriate.
- Online survey with grantees combined with workshops (virtual and physical), for the purpose of discussing their experience throughout the funding cycle.

Documents for review:
- Project Steering Committee reports
- Reports to the Donor and SADC
- Operational Manual (including log-frame)
- ESMS
- Guidelines for Full Proposals (includes guidance on M&E)
- Project proposals-with project log-frames (2 covid package; 2 Main Call; 1 Direct Award)
- Evaluation forms and criteria
- Project Preparation Grant reports
- Supervisory mission reports (by SADC TFCA FF PMU)
- Sample reports from Grantees
- IUCN Evaluation Policy
- Midterm report on programme to KfW and SADC (prepared by PMU)

Management of the Evaluation
IUCN ESARO will manage the evaluation. IUCN ESARO M&E unit will verify that the draft report is useful, conforms to these ToRs, answers all questions as best as data will allow, and conforms to the IUCN Evaluation
Policy. The SADC TFCA FF PMU will supply documentation, create access to stakeholder lists and stakeholders, and provide day-to-day support as needed for logistical arrangements. The SADC TFCA FF PMU is expected to prepare and implement a management response to each recommendation of the evaluation as is normal procedure within IUCN.

Qualifications of the Evaluator / Evaluation Team

The expert must meet the following requirements:

i. A post-graduate degree in natural resources management, social or management sciences, or any other relevant qualification.

ii. Experience with evaluation of grant-making programmes and or large transboundary conservation projects.

iii. Experience running or evaluating conservation programmes in the SADC region.

iv. A minimum of 10 years of experience working in the field of evaluation and a proven track record of evaluation work in conservation and development (written sample to be provided);

v. At least 10 years of experience in conservation or development.

vi. Ability to work with limited supervision.

vii. Superior English language skills.

Outputs and deliverables

- Inception report, with details of data collection (people to interview), including tools, and agreed dates for subsequent deliverables;
- Midterm Technical Workshop in South Africa to present preliminary findings to IUCN;
- Draft report; and
- Final report;
- A PowerPoint (or other visual, shareable format) presentation of the final findings and recommendations for the key audiences and users of this evaluation.

Work plan

The work plan and deliverables for this evaluation are as follows:

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<thead>
<tr>
<th>MILESTONE</th>
<th>INDICATIVE COMPLETION DATE</th>
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<tbody>
<tr>
<td>Recruitment of Mid-term Evaluation consultant</td>
<td>August - September 2023</td>
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<tr>
<td>Appointment of Evaluator</td>
<td>October</td>
</tr>
<tr>
<td>Inception Report</td>
<td>Mid-October</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>October-November</td>
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<tr>
<td>Presentation of Preliminary findings to IUCN and PSC (workshop)</td>
<td>November</td>
</tr>
<tr>
<td>Draft Report</td>
<td>December 2023</td>
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<tr>
<td>Final Report</td>
<td>Early February 2024</td>
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Budget

The maximum available budget for this review is EUR 15,000. The Consultant shall be paid by IUCN according to the following calendar:

- 50% upon signing of the contract.
- 50% after the approval of the final reports.

Meetings and travel

The consultant will participate in a number of physical and/or online meetings for validating all necessary outputs. If a need for traveling arises, this need will be assessed by the SADC TFCA FF PMU and if approved it will be subject to IUCN’s travel policy. Approval of costs for travel will be subject to prior written approval by IUCN ESARO and submission of all receipts.
Responsibilities and communication
The consultant is mandated by IUCN for all the tasks and deliverables mentioned in above sections. All deliverables need to be submitted to IUCN ESARO in English by the given deadline.

PART 3 – THE EVALUATION MODEL

The evaluation criteria shall consist of a technical and financial component. A weighting will be assigned to each component as follows: Technical Weighting Factor 85%, Financial Weighting Factor 15%, with the total score being a combination of these two percentages.

The evaluation of proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in the table below:

3.1 Technical evaluation

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>1. Qualifications of the expert, with demonstrated quantitative and qualitative data collection and analysis skills. Proven experience in conducting and managing evaluations of donor funded projects which involve international science-based organisations government agencies and non-governmental organisations (NGOs) as well as in conducting evaluations of projects and programmes related to conservation of nature.</td>
<td>45</td>
</tr>
<tr>
<td>2. Quality of the project methodology and work plan.</td>
<td>30</td>
</tr>
<tr>
<td>3. Qualifications of the expert related to local understanding, practical solution orientated experience and understanding of relevant context and governance arrangements in the Southern African Region.</td>
<td>10</td>
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<tr>
<td>4. Price Score</td>
<td>15</td>
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<tr>
<td>Total Score</td>
<td>100</td>
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A Price Score (PS) is assigned to all proposals applying the following formula:

\[
PS = 15 \times \frac{LP}{PP}
\]

Where:

- **PS** is the Price Score of the offer under evaluation.
- **15** is the maximum score in points obtainable in the Price evaluation.
- **LP** is the value of the lowest Budget offered by all Proposals in the Price evaluation.
- **PP** is the value of the Budget offered through the Proposal under evaluation.

The contract will be awarded to the Proposal which has obtained the highest total 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. Technical information/Service Proposal

Proposers are required to submit the following details in their technical proposal:

- Executive summary of proposal.
- Candidate’s background, including CV.
- List of similar projects evaluated within the last 10 years.
- At least one relevant example demonstrating the expert’s experience in conducting and managing evaluations of projects which involve international science-based organisations, government agencies and non-governmental organisations (NGOs) as well as in conducting evaluations of projects and programmes related to conservation of nature.
- Project methodology, including a description of how the expert intends to undertake the delivery of tasks, providing justification of the approach.
- Work plan.
- A short budget description that demonstrates that the assignment will be done within the budget envelope.
- Contact details of 3 referees, familiar with the proponent’s experience.

4.2. Pricing information

Prices include all costs.
The maximum available budget for this review is EUR 15 000. 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.

Travel for face-to-face meetings that are considered necessary for the assignment will be directly reimbursed by IUCN on a case-by-case basis.

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 Euro.
## PART 5 – DEFINITIONS

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

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>SADC TFCA FF</td>
<td>Southern Africa Development Community, Transfrontier Conservation Areas, Financing Facility</td>
</tr>
<tr>
<td>Instructions</td>
<td>Means the instructions and conditions set out in Part 1 of this Request for Proposals.</td>
</tr>
<tr>
<td>IUCN Contact</td>
<td>Means the person IUCN has nominated to be used exclusively for contact regarding this Request for Proposals and the Contract.</td>
</tr>
<tr>
<td>Proposal</td>
<td>Means a written offer submitted in response to this Request for Proposals.</td>
</tr>
<tr>
<td>Proposer</td>
<td>Means an entity that submits, or is invited to submit, a Proposal in response to this Request for Proposals.</td>
</tr>
<tr>
<td>Requirement</td>
<td>Means the supply to be made by the Contractor to IUCN in accordance with Part 2 of the RfP.</td>
</tr>
<tr>
<td>RfP</td>
<td>Request for Proposals</td>
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</table>