



LAND AND ECOSYSTEM NATIONAL THREAT EVALUATION AND RISK ASSESSMENT (LENERA)

IUCN Asia Regional Office
RfP Reference: IUCN-2026-

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

1. REQUIREMENTS

- 1.1. A detailed description of the services to be provided can be found in Attachment 1.

2. CONTACT DETAILS

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

IUCN Contact: Vasan Narang, Portfolio Support Officer, Asia Regional Office Email: vasan.narang@iucn.org

3. PROCUREMENT TIMETABLE

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

DATE	ACTIVITY
4 th May 2026	Publication of the Request for Proposals
25 th May 2026	Deadline for expressions of interest
25 th May 2026	Deadline for submission of questions
30 th May 2026	Planned publication of responses to questions
5 th June 2026	Deadline for submission of Proposals to IUCN (“ Submission Deadline ”)
12 th June 2026	Clarification of Proposals
15 th June 2026	Planned date for contract award (conditional to clearance of the PIF by the GEF)
19 th June 2026	Expected contract start date (conditional to clearance of the PIF by the GEF)

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

4. COMPLETING AND SUBMITTING A PROPOSAL

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

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

Proposals must be prepared in English.

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

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

4.3. *Pre-Qualification Criteria*

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

Pre-Qualification Criteria	
1	Three relevant references of clients similar to IUCN / similar work
2	Confirm that you have all the necessary legal registrations to perform the work
3	State your annual turnover for each of the past 3 years
4	How many employees does your organisation have who are qualified for this work?
5	Confirm that your organisation has formal policies and/or procedures for the following: - Procurement, - Code of conduct, - Accounting report

4.4. *Technical Proposal*

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

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

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

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

S.N.	Description	Information to provide	Relative weight
1	Project Team Composition	CVs	15
2	Methodology and Workplan	Detailing methodology and workplan in the proposal submitted	25
3	Experience with community-based adaptation including nature-based solutions	CVs and write-up in the proposal related to experience	15
4	Experience with GEF	CVs and write-up in the proposal	10
5	Experience in environmental and social safeguards	CVs and write-up in the proposal	10
6	Experience of working in Indonesia	CVs and write-up in the proposal	10
7	Familiarity with project area	CVs and write-up in the proposal	10
8	Fluency in English and fluency of at least 1 member in Bahasa Indonesia	CVs and write-up in the proposal	5
	TOTAL		100

4.5. *Financial Proposal*

4.5.1. The Financial Proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety to a maximum of USD 100,000.

4.5.2. *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 Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your Financial Proposal.

4.5.3. *Applicable Goods and Services Taxes*

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

4.5.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in United States Dollars (USD).

4.5.5. *Breakdown of rates and prices*

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

	Description	Quantity	Unit Price	Total Price
1				
2				
3				
4				
5				
6				
	TOTAL			

- 4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.
- 4.7. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.
- 4.8. *Withdrawals and Changes*
 You may freely withdraw or change your Proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

5. EVALUATION OF PROPOSALS

5.1. *Completeness*

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

5.2. *Pre-Qualification Criteria*

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

5.3. *Technical Evaluation*

5.3.1. *Scoring Method*

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

5.3.2. *Minimum Quality Thresholds*

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

5.3.3. *Technical Score*

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

5.4. *Financial Evaluation and Financial Scores*

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

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

5.5. *Total Score*

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

The relative weights will be:

Technical:	70%
Financial:	30%

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

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

6. EXPLANATION OF PROCUREMENT PROCEDURE

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

7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

- 7.1. To participate in this procurement, you are required to submit a Proposal, which fully complies with the instructions in this RfP and the Attachments.

- 7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant Proposal.
 - 7.1.2. Any incomplete or incorrectly completed Proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.
 - 7.1.3. IUCN will query any obvious clerical errors in your Proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.
- 7.2. In order to participate in this procurement, you must meet the following conditions:
- Free of conflicts of interest
 - Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
 - In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
 - Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
 - Not bankrupt or being wound up
 - Never been guilty of an offence concerning your professional conduct
 - Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.
- 7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).
- 7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your Proposal which parts of the goods/services are provided by each partner or sub-contractor.
- 7.5. Each bidder shall submit only one Proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a Proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one Proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the Proposals with the bidder's participation to be disqualified.
- 7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:
- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
 - Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.

- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

8. CONFIDENTIALITY AND DATA PROTECTION

- 8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your Proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.
- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your Proposal. Where you include personal data of your employees (e.g. CVs) in your Proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your Proposal.

9. COMPLAINTS PROCEDURE

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

10. CONTRACT

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

11. ABOUT IUCN

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

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

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

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples 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/>

12. ATTACHMENTS

Attachment 1 Specification of Requirements / Terms of Reference

Attachment 2 Technical and Financial Proposal Forms

Attachment 3 Declaration of Undertaking

Attachment 1: Specification of Requirements / Terms of Reference



Terms of Reference for IUCN Consultancy

Title: Full project preparation of GEF “Land and Ecosystem National Threat Evaluation and Risk Assessment (LENTERA)”

Objective of the Consultancy

This consultancy has the following objective(s):

1. Lead the development of the project design and the associated project documents for the “Land and Ecosystem National Threat Evaluation and Risk Assessment (LENTERA)” project
2. Developing a comprehensive project design package in support of government priorities and in accordance with IUCN and GEF standards
3. Delivery of the full IUCN GEF Project Document package, including: the IUCN GEF Project Document, GEF Request for CEO Endorsement document with its annexes (budget, work plan, M&E plan, procurement plan, co-financing letters, gender analysis and action plan, relevant ESMS instruments etc.), GEF core indicators, Letters of cofinancing, Letter of Endorsement etc.

Background

Project Reference:

Donor Reference:

GEF ID: 12276

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About the Project

The LENTERA (Land and Ecosystem National Threat Evaluation and Risk Assessment) project aims to institutionalize a standardized **National Ecosystem Risk Assessment** (using the IUCN Red List of Ecosystems methodology) as the scientific baseline for Indonesia’s **Environmental Protection and Management Plans (RPPLH)**. The acronym **LENTERA** means "Lantern" or "Guiding Light" in Indonesian, symbolizing the project's core mission: to illuminate "invisible" ecosystem risks such as subterranean karst collapse or savanna functional degradation that are currently hidden from view in conventional forest cover maps. By making these risks visible, the project provides the "guiding light" for evidence-based development

planning and the enforcement of environmental safeguards.

This initiative operationalizes the mandate of the newly formed **Ministry of Environment/Environmental Control Agency (KLH/BPLH)** under Government Regulation (PP) No. 26 of 2025. This regulation positions the Environmental Protection and Management Plans as the backbone of environmental governance, guiding both national and subnational (provincial and district/city) plans, and explicitly mandates that planning be based on **Ecoregions** (*Wilayah Ekoregion*). Indonesia faces a "Triple Planetary Crisis" where biodiversity loss, land degradation, and climate change are driven by land use conversion, pollution, and climate change. However, the ability to manage these accelerating threats is severely hampered by fragmented environmental data and the lack of a standardized metric to define "ecosystem collapse." The KLH/BPLH is mandated to act as the "ecological auditor," determining the **Environmental Carrying Capacity (D3TLH)** and establishing binding limits on development. However, a rigorous methodology to scientifically define and map "environmental damage" and "collapse" thresholds required to enforce these limits is currently lacking.

The project will address these challenges by embedding the RLE methodology into the national "Environmental Inventory" process, supported by strengthened ecoregion-based data and ecosystem service information. This project focuses on the globally unique but under-represented ecosystems of the **Wallacea region: Tropical Savannas (Nusa Savana Tana Humba in Sumba)** and **Karst landscapes (Banua Karstik Banggai and Banua Karstik Muna-Buton in Sulawesi)**. Effective management of these non-forested areas has historically been hindered by unique obstacles: the extreme topographical inaccessibility of karst terrain and the difficulty of distinguishing natural savanna dynamics from land degradation using standard satellite imagery.

Description of the Assignment

The Consultancy Firm awarded this contract will be responsible for preparing the GEF CEO Endorsement request and the Project Document including all annexes for the above-mentioned project. This will consist of the following:

A. Scoping and consultations

- Read in detail the approved PIF, associated documents, e.g., STAP and GEF Secretariat and GEF Council review comments, IUCN GEF Policy and guidance documents, GEF-8 Programming Directions, etc.;

The final outputs of the GEF8-PPG are :

- IUCN GEF Project Document (ProDoc),
- Mandatory annexes to the ProDoc (budget, work plan, M&E plan, procurement plan, co-financing letters, gender analysis and action plan, relevant ESMS documents etc.),
- GEF Request for CEO Endorsement document
- GEF core indicators, Letters of cofinancing, Letter of Endorsement etc.
- A list of consulted stakeholders, especially those directly befitting from and affected by the project, in Annex to the project document
- Validation Workshop report (as appropriate for projects with a moderate and high ESMS risk rating).

B. Project design

- Evaluate in detail the baseline scenario through research, literature review, experts and stakeholders' consultations, related activities, and initiatives, including co-financing options;
- Carry out a detailed gap analysis to justify the GEF incremental cost reasoning;
- Refine the theory of change and design a detailed log frame and accompanying narrative proposal on the project components;
- Refine and design specific activities to contribute to project objectives and outcomes;
- Design and develop indicators mapped to GEF core indicators taking into account gender responsiveness, establish

baselines for the indicators and develop Monitoring & Evaluation plan.

- Prepare the relevant GEF tracking tools;
- Design a workable institutional arrangement and coordination mechanisms among participating governmental, non-governmental, research and private organisations, institutions, and communities at national, provincial and site levels;
- Develop the overall project budget and work plan, including a procurement plan;
- Undertake a detailed risk analysis and identify mitigation measures;
- Undertake a gender analysis and ensure the project responds to gender equality objectives and prepare the gender analysis and gender action plans;
- Undertake three workshops, inception workshop, technical design workshop and a validation workshop;
- Prepare a stakeholder engagement plan for project implementation

C. Environment and Social Management System (ESMS)

- Support the ESMS screening of the project in respect to the IUCN Environment and Social Management System (ESMS) (as documented in the ESMS Manual, Standards, Guidance Notes and Screening Questionnaire, available on the ESMS site, and the draft Guidance Note on Security and Human Rights Risks). This includes filling in the ESMS questionnaire, utilising the preliminary screening as required.
- Using the project screening report and further research and stakeholder consultation, refine the identified list of Environment and Social risks (including risks to local people from proposed activities and implementation mechanisms and security risks for project staff and partners engaged in the project). Propose adequate measure for avoiding or mitigating such risks, in consultation with relevant stakeholders and in particular with affected groups.
- Prepare an Environment and Social Management Framework (ESMF) or Environment and Social Management Plan (ESMP) and any other relevant safeguard tools (e.g., Access Restriction Process Framework, Indigenous People Plan), as appropriate and depending on the ESMS screening decision in close coordination with IUCN's ESMS team.

Duration of the Assignment

Eight months (six months for submission of the ProDoc and two months remain available to address GEF SEC comments until CEO Endorsement)

Deliverables and Activities

The consultant will provide the following deliverables and carry out the following activities:

- Baseline study
- GEF CEO endorsement request as per GEF template
- IUCN project document (ProDoc) including all annexes as per IUCN template (upon request)

1. Time bound Work plan
2. Budget
3. Results Framework
4. Stakeholder Engagement Plan
5. M&E plan
6. Procurement plan
7. ESMS Questionnaire as input to IUCN's ESMS Screening Report
8. Environment and Social Impact Assessment (if relevant)
9. Environment and Social Management Framework/Environmental and Social Management Plan or other safeguard tools (if relevant)

10. Gender Analysis and Action Plan
11. Site Identification Report
12. Project Operation Manual

The deliverables will have to be the result of extensive stakeholder consultations, which will have to be detailed in the consultants' methodology and work plan. This will include an inception workshop, extensive stakeholder consultations on sites, technical design workshop and validation workshop, to be defined in the consultants' methodology and work plan.

Deliverable Activity	Description	Deadline
Deliverable 1	Detailed workplan for preparing the proposal package	One week of signing of the agreement
Deliverable 2	Baseline studies, draft logical framework, and theory of change for consultations within IUCN	One month from signing of the agreement
Deliverable 3	Inception workshop, including first stakeholders' consultation and project site visits	Two months of signing of the agreement
Deliverable 4	Draft proposal (including all annexes) and CEO endorsement request available for IUCN to review	Four months of signing of the agreement
Deliverable 5	Second stakeholders' consultation workshop/technical design workshop and site visits (validation of technical proposal and ESMS work)	Four months and two weeks of signing of the agreement
Deliverable 6	Revised proposal available to Government, project partners and IUCN for internal review	Five months of signing of the agreement
Deliverable 7	In-country validation workshop	Five months and two weeks of signing of the agreement
Deliverable 8	Final CER package with all relevant annexures submitted to IUCN for further submission to GEF Secretariat	End of six months of signing the agreement
Deliverable 9	Addressing feedback from GEF Secretariat and finalising for CEO Approval	Within two weeks of GEF feedback is available

Payment Schedule

The detail of the financial proposal is to be submitted in the tables in Section 4 with the amount being up to maximum of USD 100,000. The required details include the daily or weekly rate of each member of the project team, the estimate of the number of days/weeks of input required for the unit costs of flights and estimate of the number of flights, and an estimate of the number of days of in country with unit daily subsistence costs as well as cost of organising inception, technical design and validation workshops.

The total fee estimate will then be used as the basis for the schedule of payments, with expenses recoverable at cost with proof of purchase (bills) and usage (tickets) up to the estimated amounts as a maximum.

Deliverable	Milestone payment
Detailed workplan for preparing the proposal package	20%
Approval by IUCN of baseline studies, draft logical framework, and theory of change	20%
Approval by IUCN of draft proposal (incl. annexes) and CEO endorsement after internal consultation	20%
Approval by IUCN of full project documentation before submission to GEF	20%
Completion of GEF and IUCN Validation and submission to CEO	10%
After GEF CEO approval following addressing feedback from GEF Secretariat	10%

Skills and Experience

The consultancy firm will work closely with the IUCN focal point, team leader and the team and will provide overall coordination. The consultancy firm should meet the following conditions:

- Experience in developing GEF or other international funds' ProDocs and related project documents especially related to GEF and GCF adaptation projects, along with a good grasp on GEF guidelines and standards to be met for these
- Experience and expertise in project design and implementation, including monitoring and evaluation, including gender-responsive project design
- Biodiversity conservation expertise with specific experience in ecosystem conservation in Indonesia or in Southeast Asia.
- Local expertise with extensive knowledge on biodiversity conservation and environmental sustainability related legal frameworks, policies, strategies and action plans and the institutional setting with the ability to position project activities in the local context effectively
- Proven record in Environmental and Social Impact Assessment and development of safeguard tools, with clear expertise in the bidding team
- Financial Management, including procurement related expertise
- Experience in conducting community and stakeholder consultations, including with Indigenous Peoples in the context of implementing an FPIC process.
- Fluency in English and Bahasa Indonesia languages is required.

The team will have to demonstrate a track record of designing successful biodiversity conservation projects and especially with integrated landscape management for globally significant biodiversity conservation, innovative financing solutions, livelihood development, enterprise development in Indonesia and other regions for at least 10 years, including working with donors such the GEF, the World Bank, and other relevant development finance, UN, and international agencies.

Supervision and coordination

The consultant will report to and work under the supervision of Regional Coordinator, Forest and Drylands, Asia with the guidance of the Regional Multilaterals Portfolio Manager, Multilateral Finance Unit, IUCN Asia Regional Office.

Attachment 2 Technical and Financial Forms

A. Technical Proposal Form:

A-1: Technical Proposal Submission Letter in Organization Letterhead and signed.

A-2: Organization Background and Experiences

A-2-1 : To provide a description of

a. Background of your organization,

Maximum 1 Pages

b. Organization chart

c. List of owners (more than 5%),

Name	Full Address	Owners (>=5%)
Name 1	Address 1	...%
Name 2	Address 2	...%
.....%

d. List of members of the Board of Directors,

Board of Directors	Full Address
Name 1	Address 1
Name 2	Address 2
.....

e. Financial Standing of the Bidder

Description	Year 1	Year 2	Year 3
Total Turn Over/ Sales/ Income			
Total Profit/Surplus (deficit) after Tax			
Fixed Assets			
Current Assets			
Liabilities			
Net Working Capital			
Profit margin ratio			

A-2-2 : Similar Experiences (Experience Data Sheet)

Assignment/Project Name:	Type of Agreement: Main/Lead Organization or Associated Organization
Country and Location:	Human Resources involved from Your Organization:
Name and Full Address of Client or Donor:	
Assignment Value (Original or Award Currency & Amount): e.g CHF 50,000	Equivalent to USD Amount: e.g USD 51,550
Start Date (Month/Year): e.g June 2011	Completion Date (Month/Year): e.g. Feb. 2012
List of Implementing Partners or Sub Consultant and Addresses (if any):	
<u>Implementing Partners:</u> e.g. Partner 1 Name, Address – Value (USD 25,000) Partner 2 Name, Address – Value (USD 5000)	
<u>Associated Organization/Sub Consultant:</u> e.g. Associated Org 1 Name, Address – Value (USD 1000) Associated Org 1 Name, Address – Value (USD 500)	
Names of Professionals or Senior Staff & Designation (e.g. Project Director/Coordinator, Team Leader, Gender and Social Inclusion Expert etc.) involved in the Assignment/Project	
<ol style="list-style-type: none"> 1. Name of Staff – Team Leader, Land Rehabilitation and Resettlement Expert 2. Name of Staff – Deputy Team Leader, Hydrologist 3. Name of Staff – Gender and Social Inclusion Expert 4. Etc... 	
Description of Project or Assignment (maximum 120 words):	
Description of tasks provided by your HR (Maximum 250 Words):	
Name of Staff- Designation- Man-months/days Description Duties provided	
Name of Staff – Designation – Man- months/days Description of Duties provided	
Reference Docs (Work Completion Letter): Attached Yes/No	If No , Please provide reason

A-3: (If any) Joint Venture Agreement & Power of Attorney, or Letter of Intent/ Association

Provide Agreement and Power of Attorney (if any)

A-4: Detail Approach and Methodology

Maximum 20 Pages

A-5: Work Plan and Team Composition

5.1 Work Plan

Description of Detail Work Plan

5.2 Team Composition

SN	Name of Professional	Designation	Detail Role/ Responsibilities	Involvement	Unit
A	<u>Professionals</u>				
1	Key Professional 1	Description of Detail Responsibilities	Months/Days
2	Key Professional 2	Description of Detail Responsibilities	Months/Days
3	Key Professional 3	Description of Detail Responsibilities	Months/Days
				
B	<u>Support Staff</u>				
1	Support Staff 1	Description of Detail Responsibilities	Months/Days
2	Support Staff 1	Description of Detail Responsibilities	Months/Days
3	Support Staff 1	Description of Detail Responsibilities	Months/Days
				

5.3 Team Responsibility Matrixes

SN	Description of Activities	Days/Month				
		e.g. Key Professional 1	e.g. Key Professional 2	e.g. Key Professional 3	e.g. Key Professional 4	Total
e.g. 1	e.g. Activities/Sub Activities 1					
e.g. 2	e.g. Activities/Sub Activities 2					
e.g. 3	e.g. Activities/Sub Activities 3					
e.g. 4	e.g. Activities/Sub Activities 4					
...
	Total

Position Held

9. Work Undertaken that Best Illustrates Capability to Handle the Tasks Assigned (as Proposed Position)

Assignment/Project

Name

Involved From To

Country and Locations

Donor/Client Name

Position Held and Activities Performed

Assignment/Project

Name

Involved From To

Country and Locations

Donor/Client Name

Position Held and Activities Performed

10. Trainings

11. Publications

12. Achievements/Awards

13. Languages

14. References (please provide two)

15. Certification

Maximum Pages 5 Pages

A-9: 3 Relevant References of Clients/Donors Similar to IUCN for Similar Work

A-10: Technical Proposal Form: Annexes:

Annex 1: Organization Registration Certificates (Registration/Renew Certificates, PAN/VAT, Tax Clearances, etc.)

Annex 2: Audit Reports (at least three years)

Annex 3: Work Completion Letters

Annex 4: Organizational Profile

Annex 5: Others (if necessary)

B. Financial Proposal Form:

B-1: Financial Proposal Submission Letter in Organization Letterhead and signed.

B-2: Financial Proposal

**Financial Proposal
For**

(.....)

In USD

SN	Description of Costs	Unit	Nos	Quantity	Rate	Total
A Remuneration						
1	Key Professional 1					
2	Key Professional 2, etc...					
3	Support Staff 1					
4	Support Staff 2, etc..					
<i>..... Add lines if required</i>						
Sub Total (A)						
B Out of Pocket Expenses						
1	Travel Related Expenses					
2	DSA Related Expenses					
3	Accommodation Expenses					
4	Printing / Photocopy Expenses, Reporting Expenses					
5	Workshop/Event/FGD Related Expenses					
6	Office Consumables					
7	Others as per the requirement etc...					
<i>..... Add lines if required</i>						
Sub Total (B)						
C Sub Total (A+B)						
D	VAT					
E Grand Total (C+D) Total Proposed Amount						

(In Words)

Authorized Signatory Organization Seal

Name:

Designation:

Organization:

Contact:

Date:

Attachment 1: Specification of Requirements / Terms of Reference



Terms of Reference for IUCN Consultancy

Title: Full project preparation of GEF “Land and Ecosystem National Threat Evaluation and Risk Assessment (LENTERA)”

Objective of the Consultancy

This consultancy has the following objective(s):

1. Lead the development of the project design and the associated project documents for the “Land and Ecosystem National Threat Evaluation and Risk Assessment (LENTERA)” project
2. Developing a comprehensive project design package in support of government priorities and in accordance with IUCN and GEF standards
3. Delivery of the full IUCN GEF Project Document package, including: the IUCN GEF Project Document, GEF Request for CEO Endorsement document with its annexes (budget, work plan, M&E plan, procurement plan, co-financing letters, gender analysis and action plan, relevant ESMS instruments etc.), GEF core indicators, Letters of cofinancing, Letter of Endorsement etc.

Background

Project Reference:

Donor Reference:

GEF ID: 12276

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.

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 around 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.

About the Project

The LENTERA (Land and Ecosystem National Threat Evaluation and Risk Assessment) project aims to institutionalize a standardized **National Ecosystem Risk Assessment** (using the IUCN Red List of Ecosystems methodology) as the scientific baseline for Indonesia's **Environmental Protection and Management Plans (RPPLH)**. The acronym **LENERA** means "Lantern" or "Guiding Light" in Indonesian, symbolizing the project's core mission: to illuminate "invisible" ecosystem risks such as subterranean karst collapse or savanna functional degradation that are currently hidden from view in conventional forest cover maps. By making these risks visible, the project provides the "guiding light" for evidence-based development planning and the enforcement of environmental safeguards.

This initiative operationalizes the mandate of the newly formed **Ministry of Environment/Environmental Control Agency (KLH/BPLH)** under Government Regulation (PP) No. 26 of 2025. This regulation positions the Environmental Protection and Management Plans as the backbone of environmental governance, guiding both national and subnational (provincial and district/city) plans, and explicitly mandates that planning be based on **Ecoregions (Wilayah Ekoregion)**. Indonesia faces a "Triple Planetary Crisis" where biodiversity loss, land degradation, and climate change are driven by land use conversion, pollution, and climate change. However, the ability to manage these accelerating threats is severely hampered by fragmented environmental data and the lack of a standardized metric to define "ecosystem collapse." The KLH/BPLH is mandated to act as the "ecological auditor," determining the **Environmental Carrying Capacity (D3TLH)** and establishing binding limits on development. However, a rigorous methodology to scientifically define and map "environmental damage" and "collapse" thresholds required to enforce these limits is currently lacking.

The project will address these challenges by embedding the RLE methodology into the national "Environmental Inventory" process, supported by strengthened ecoregion-based data and ecosystem service information. This project focuses on the globally unique but under-represented ecosystems of the **Wallacea region: Tropical Savannas (Nusa Savana Tana Humba** in Sumba) and **Karst landscapes (Banua Karstik Banggai and Banua Karstik Muna-Buton** in Sulawesi). Effective management of these non-forested areas has historically been hindered by unique obstacles: the extreme topographical inaccessibility of karst terrain and the difficulty of distinguishing natural savanna dynamics from land degradation using standard satellite imagery.

Description of the Assignment

The Consultancy Firm awarded this contract will be responsible for preparing the GEF CEO Endorsement request and the Project Document including all annexes for the above-mentioned project. This will consist of the following:

A. Scoping and consultations

- Read in detail the approved PIF, associated documents, e.g., STAP and GEF Secretariat and GEF Council review comments, IUCN GEF Policy and guidance documents, GEF-8 Programming Directions, etc.;

The final outputs of the GEF8-PPG are :

- IUCN GEF Project Document (ProDoc),
- Mandatory annexes to the ProDoc (budget, work plan, M&E plan, procurement plan, co-financing letters, gender analysis and action plan, relevant ESMS documents etc.),
- GEF Request for CEO Endorsement document
- GEF core indicators, Letters of cofinancing, Letter of Endorsement etc.
- A list of consulted stakeholders, especially those directly befitting from and affected by the project, in Annex to the project document
- Validation Workshop report (as appropriate for projects with a moderate and high ESMS risk rating).

B. Project design

- Evaluate in detail the baseline scenario through research, literature review, experts and stakeholders' consultations, related activities, and initiatives, including co-financing options;
- Carry out a detailed gap analysis to justify the GEF incremental cost reasoning;
- Refine the theory of change and design a detailed log frame and accompanying narrative proposal on the project components;
- Refine and design specific activities to contribute to project objectives and outcomes;
- Design and develop indicators mapped to GEF core indicators taking into account gender responsiveness, establish baselines for the indicators and develop Monitoring & Evaluation plan.
- Prepare the relevant GEF tracking tools;
- Design a workable institutional arrangement and coordination mechanisms among participating governmental, non-governmental, research and private organisations, institutions, and communities at national, provincial and site levels;
- Develop the overall project budget and work plan, including a procurement plan;
- Undertake a detailed risk analysis and identify mitigation measures;
- Undertake a gender analysis and ensure the project responds to gender equality objectives and prepare the gender analysis and gender action plans;
- Undertake three workshops, inception workshop, technical design workshop and a validation workshop;
- Prepare a stakeholder engagement plan for project implementation

C. Environment and Social Management System (ESMS)

- Support the ESMS screening of the project in respect to the IUCN Environment and Social Management System (ESMS) (as documented in the ESMS Manual, Standards, Guidance Notes and Screening Questionnaire, available on the ESMS site, and the draft Guidance Note on Security and Human Rights Risks). This includes filling in the ESMS questionnaire, utilising the preliminary screening as required.
- Using the project screening report and further research and stakeholder consultation, refine the identified list of Environment and Social risks (including risks to local people from proposed activities and implementation mechanisms and security risks for project staff and partners engaged in the project). Propose adequate measure for avoiding or mitigating such risks, in consultation with relevant stakeholders and in particular with affected groups.
- Prepare an Environment and Social Management Framework (ESMF) or Environment and Social Management Plan (ESMP) and any other relevant safeguard tools (e.g., Access Restriction Process Framework, Indigenous People Plan), as appropriate and depending on the ESMS screening decision in close coordination with IUCN's ESMS team.

Duration of the Assignment

Eight months (six months for submission of the ProDoc and two months remain available to address GEF SEC comments until CEO Endorsement)

Deliverables and Activities

The consultant will provide the following deliverables and carry out the following activities:

- Baseline study
 - GEF CEO endorsement request as per GEF template
 - IUCN project document (ProDoc) including all annexes as per IUCN template (upon request)
1. Time bound Work plan
 2. Budget
 3. Results Framework
 4. Stakeholder Engagement Plan
 5. M&E plan
 6. Procurement plan
 7. ESMS Questionnaire as input to IUCN's ESMS Screening Report
 8. Environment and Social Impact Assessment (if relevant)
 9. Environment and Social Management Framework/Environmental and Social Management Plan or other safeguard tools (if relevant)
 10. Gender Analysis and Action Plan
 11. Site Identification Report
 12. Project Operation Manual

The deliverables will have to be the result of extensive stakeholder consultations, which will have to be detailed in the consultants' methodology and work plan. This will include an inception workshop, extensive stakeholder consultations on sites, technical design workshop and validation workshop, to be defined in the consultants' methodology and work plan.

Deliverable Activity	Description	Deadline
Deliverable 1	Detailed workplan for preparing the proposal package	One week of signing of the agreement
Deliverable 2	Baseline studies, draft logical framework, and theory of change for consultations within IUCN	One month from signing of the agreement

Deliverable 3	Inception workshop, including first stakeholders' consultation and project site visits	Two months of signing of the agreement
Deliverable 4	Draft proposal (including all annexes) and CEO endorsement request available for IUCN to review	Four months of signing of the agreement
Deliverable 5	Second stakeholders' consultation workshop/technical design workshop and site visits (validation of technical proposal and ESMS work)	Four months and two weeks of signing of the agreement
Deliverable 6	Revised proposal available to Government, project partners and IUCN for internal review	Five months of signing of the agreement
Deliverable 7	In-country validation workshop	Five months and two weeks of signing of the agreement
Deliverable 8	Final CER package with all relevant annexures submitted to IUCN for further submission to GEF Secretariat	End of six months of signing the agreement
Deliverable 9	Addressing feedback from GEF Secretariat and finalising for CEO Approval	Within two weeks of GEF feedback is available

Payment Schedule

The detail of the financial proposal is to be submitted in the tables in Section 4 with the amount being up to maximum of USD 100,000. The required details include the daily or weekly rate of each member of the project team, the estimate of the number of days/weeks of input required for the unit costs of flights and estimate of the number of flights, and an estimate of the number of days of in country with unit daily subsistence costs as well as cost of organising inception, technical design and validation workshops.

The total fee estimate will then be used as the basis for the schedule of payments, with expenses recoverable at cost with proof of purchase (bills) and usage (tickets) up to the estimated amounts as a maximum.

Deliverable	Milestone payment
Detailed workplan for preparing the proposal package	20%
Approval by IUCN of baseline studies, draft logical framework, and theory of change	20%
Approval by IUCN of draft proposal (incl. annexes) and CEO endorsement after internal consultation	20%
Approval by IUCN of full project documentation before submission to GEF	20%
Completion of GEF and IUCN Validation and submission to CEO	10%

After GEF CEO approval following addressing feedback from GEF Secretariat	10%
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Skills and Experience

The consultancy firm will work closely with the IUCN focal point, team leader and the team and will provide overall coordination. The consultancy firm should meet the following conditions:

- Experience in developing GEF or other international funds' ProDocs and related project documents especially related to GEF and GCF adaptation projects, along with a good grasp on GEF guidelines and standards to be met for these
- Experience and expertise in project design and implementation, including monitoring and evaluation, including gender-responsive project design
- Biodiversity conservation expertise with specific experience in ecosystem conservation in Indonesia or in Southeast Asia.
- Local expertise with extensive knowledge on biodiversity conservation and environmental sustainability related legal frameworks, policies, strategies and action plans and the institutional setting with the ability to position project activities in the local context effectively
- Proven record in Environmental and Social Impact Assessment and development of safeguard tools, with clear expertise in the bidding team
- Financial Management, including procurement related expertise
- Experience in conducting community and stakeholder consultations, including with Indigenous Peoples in the context of implementing an FPIC process.
- Fluency in English and Bahasa Indonesia languages is required.

The team will have to demonstrate a track record of designing successful biodiversity conservation projects and especially with integrated landscape management for globally significant biodiversity conservation, innovative financing solutions, livelihood development, enterprise development in Indonesia and other regions for at least 10 years, including working with donors such the GEF, the World Bank, and other relevant development finance, UN, and international agencies.

Supervision and coordination

The consultant will report to and work under the supervision of Regional Coordinator, Forest and Drylands, Asia with the guidance of the Regional Multilaterals Portfolio Manager, Multilateral Finance Unit, IUCN Asia Regional Office.

DECLARATION OF UNDERTAKING in relation to RfP Full project preparation of GEF “Land and Ecosystem National Threat Evaluation and Risk Assessment (LENERA)” (GEF ID: 112276)

I, the undersigned, hereby confirm that I am an authorised representative of the following organisation:

Registered Name of Organisation (the “Organisation”): _____

Registered Address (incl. country): _____

Year of Registration: _____

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable. I acknowledge that IUCN is required to retain the Proposal in its entirety for 10 years after then end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

Where the Proposal includes Personal Data as defined by the European Union’s General Data Protection Regulation (GDPR), I confirm that the Organisation has been authorised by each Data Subject to share this Data with IUCN for the purposes stated above.

I further confirm that the following statements are correct:

1. The Organisation is duly registered in accordance with all applicable laws.
2. The Organisation is fully compliant with all its tax and social security obligations.
3. The Organisation and its staff and representatives are free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. The Organisation agrees to declare to IUCN any real or perceived emerging conflicts of interests it or any of its staff and representatives may have concerning IUCN. The Organisation acknowledges that IUCN may terminate any contracts with the Organisation that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. None of the Organisation’s staff has ever been convicted of grave professional misconduct or any other offence concerning their professional conduct.
6. Neither the Organisation nor any of its staff and representatives have ever been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. The Organisation acknowledges that engagement by itself or any of its staff in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with the Organisation with immediate effect.
8. The Organisation is a going concern and is not bankrupt or being wound up, is not having its affairs administered by the courts, has not suspended business activities, is not the subject of proceedings concerning those matters, or in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
9. The Organisation complies with all applicable environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection.
10. The Organisation is not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. The Organisation agrees that it will not provide direct or indirect support to firms and individuals included in these lists.
11. The Organisation has not been, is not, and will not be involved or implicated in any violations of Indigenous Peoples’ rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International Labour Organization’s (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

<Date and Signature of authorised representative of the Proposer>
< Name and position of authorised representative of the Proposer >