



Request for Proposals (RfP)

Consultancy Services to Conduct a Mid-Term Review for the GEF-funded project Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis

International Union for Conservation of Nature and Natural Resources

Regional Office for Mexico, Central America and the Caribbean

Country: St. Kitts and Nevis

Name of the Project: *Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis*

Budget Line: PA03159.ME

AOP Code: 24-SKN64

Proposers are hereby invited to submit a technical and financial proposal for the aforementioned Consultancy Service. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

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.

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 organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

3. CONTACT DETAILS

3.1. 3.1 During the course of this RfP, from its publication to the award of a contract, you may not contact or 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: Procurement Officer, procurement.Ormacc@iucn.org

4. PROCUREMENT TIMETABLE

4.1. 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, that will be informed.

DATE	ACTIVITY
02/04/24	Publication of the Request for Proposals
12/04/24	Deadline for submission of questions
18/04/24	Deadline for submission of Deadline Submission
23/04/24	Clarification and evaluation of proposals

- c. Copy of resume
- d. Letter of interest signed, indicating that the Consultant have read, understood and accept the content of these Terms of Reference. (Annex 2)
- e. Signed Declaration of Undertaking (Annex 3a)
- f. Human Resources Questionnaire filled and signed (Annex 4)

FOR CONSULTANCY COMPANIES:

- i. IUCN will evaluate the technical proposals with respect to each of the criteria indicated in point i) and their relative importance.
- ii. Proposals in any other format will significantly increase the evaluation time and therefore such proposals may be rejected at the discretion of IUCN.
- iii. When resumes (CVs) are requested, these should be from the people who will perform the specified job. Persons submitted as part of the Proposal may only be replaced with the approval of IUCN.
- iv. In the event that a company or group of consultants applies, in addition to the above information, the following must be specified:
 - Responsible for consulting
 - Composition of the consulting team, specialty of each member.
 - Role and responsibility in the activities/products of each member in accordance with the TOR

C. FINANCIAL PROPOSAL:

Signed by the Proposer, indicating the value of professional services USD in numbers and letters.

- i. It will be considered that the prices presented include all the costs of fees, insurance, taxes, obligations and risks that must be considered for compliance with the Terms of Reference. IUCN will not accept charges beyond those clearly indicated in the Financial Proposal and that are eligible for the execution of the Contract.
- ii. The Bidder will have to assume the payments corresponding to taxes according to regulations in force in its country; You will have to have health and life insurance up to date; and will assume the bank charges by transfer.
- iii. If local or international trips must be made for the execution of this Contract, the costs will be paid by IUCN through reimbursement and will be governed by the IUCN per diem scale for food and lodging.
- iv. Travel expenses related to the execution of this Contract will not exceed the total amount of (USD) broken down as follows:

Expense Type	Maximum Amount (USD)
Air transfer	2500
Meals and incidentals	

- vi. Expenses related to vehicle maintenance, purchase of electronic equipment, cell phone expenses, consumption expenses or purchase of alcoholic beverages will be considered ineligible expenses.
- vii. Breakdown of the Financial Proposal.

For information purposes, it is recommended that the details of the financial proposal be broken down as follows:

	Description	Quantity	Unit price	Total price
1				
2				
3				

**USD currency*

5.2. Additional information not requested by IUCN should not be included in the proposal and will not be subject to evaluation.

6. SENDING

6.1. The Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference Proposer name]. The Proposer name is the name of the company/organisation en 010.5431 644.86 0 0 595.32 842.04 reW*n180

contract award is expected to be completed, however this date may change depending on how long the evaluation of the proposals takes.

12. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

- 12.1.1. To participate in this procurement, the Proposers are required to submit a proposal, which fully complies with the instructions in this RfP and the Attachments.
 - 12.1.2. It is responsibility of each Proposer to ensure the submission of a complete and fully compliant proposal.
 - 12.1.3. Any incomplete or incorrectly completed proposal submission may be deemed non-compliant, and as a result will not be consider to proceed further in the procurement process.
 - 12.1.4. discretion, allow a Proposer to correct these, but only if doing so could not be perceived as giving an unfair advantage.
- 12.2. In order to participate in this procurement, the Proposer must meet the following conditions:
- Free of conflicts of interest
 - Registered on the relevant professional or trade register of the country in which is established (or resident, if self-

- Any price fixing or collusion with other Proposers 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.

13. CONFIDENTIALITY AND DATA PROTECTION

13.1. IUCN

information a Proposer submits to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate the 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 the proposals 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.

13.2. In the Declaration of Undertaking (Attachment 3) the Proposer needs to give IUCN express permission to use the information submitted in this way, including personal data that forms part of the proposal. Where a Proposer include personal data of employees (e.g. CVs) in the proposal, the Proposer needs 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 the proposal.

14. COMPLAINTS PROCEDURE

14.1. If a Proposer has a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact sofiamariela.madrigal@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).

15.

**Annex 1
TERMS OF REFERENCE**

**The Regional Office for Mexico, Central America and the Caribbean of the
International Union for the Conservation of Nature**

(IUCN-ORMACC)

REQUIRES

PROFESSIONAL CONSULTANCY SERVICES

TO

***“Conduct a Mid-Term Review of the UNEP/GEF project Improving Environmental
Management through Sustainable Land Management in St. Kitts and Nevis”***

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project Summary

UNEP PIMS/SMA¹ ID:	IPMR SMA ID 43235
Donor ID: Implementing	GEF ID 9785

		(i) Increase in the number of countries that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems (ii) Increase in the number of countries that demonstrate enhanced knowledge of the value and role of ecosystem services (i) Increase in the number of public sector institutions that test the incorporation of the health and productivity of marine and terrestrial ecosystems in economic decision-making	
Expected start date:		Actual start date:	25/05/2020
Planned operational completion date:	30/06/2025	Actual operational completion date:	24-May-25
Planned total project budget at approval (show breakdown of individual sources/grants):	3,015,982 USD	Actual total expenditures reported as of [date]:	819,670.08 USD
Expected co-financing:	22,695,288 USD	Secured co-financing²:	\$4,767,268.49
First disbursement:	07/07/2020	Planned date of financial	

Development Plan of 2006 to guide physical development in reference to land and the Draft SKN Land Use Code; the development of a Draft Land Management Unit Framework in 2010, and the Agriculture Development Strategy 2013 – 2016, there has not been much evidence that land degradation and environmental degradation are being effectively addressed. The limited progress achieved to date is as a consequence of several deficiencies at the systemic level as described in

- inadequate policy, regulatory and planning frameworks;
-

Component 2 complements the planning, regulatory and institutional interventions of Component 1, and focuses on mainstreaming biodiversity, SLM and CCM as a means to address deforestation, land degradation, surface soil erosion, and threats to biodiversity and ecosystem services, resulting from current production models in key sectors in St. Kitts and Nevis, including agriculture, tourism, coastal development, pollution, and residential housing construction. The impacts of climate change, which may be aggravated by the particular topographical characteristics of the country, are also considered in the interventions proposed under this component. The project supports reforestation through agro-forestry and targeted planting of native species, and by Assisted Natural Regeneration on degraded landscapes, and in particular on lands once used for sugar cane production. Globally important ecosystems, in this case mangroves, are also receiving restoration investments from the project, and farmers are provided with new skills in Climate-Smart Agriculture, coupled to direct assistance in ensuring a constant and efficient water supply to enhance productivity and reduce wastage, consistent with sustainable agricultural practices.

Component 3: Knowledge management and dissemination for SLM, BD and CC

execution. The PCU is responsible for the fiduciary oversight and reporting of the project, including technical and financial reporting to the IA, financial management and procurement consolidation according to the project's operational manual and procurement plan. It is also responsible for monitoring and evaluation (M&E), provides and coordinates technical advice, and coordinates and assists overall orientation concerning project conception, strategies, criteria and methodologies. The PCU is staffed with a **Project Coordinator**, and a **Sustainable Agriculture Specialist**, based in SKN, and an **Administrative Assistant**, who provides support from Costa Rica.

Project Steering Committee (PSC). The PSC is responsible for ensuring that the project meets goals announced in the Project Results Framework by helping to balance conflicting priorities and resources.

detailed in Appendices 1 and 2 of the project documents. Detailed Consultants Costs are presented in Appendix 9 of the project documents, while Terms of Reference for key project staff are presented

distribution of the GEF funding and corresponding co-financing is presented in Table 2 below.

Table 2. Project Costs

Component	GEF Trust Fund	Co-Financing	Total
1: Integrated and strengthened environmental planning and management on the islands of St. Kitts and Nevis to support island sustainability	862,921	4,760,466	5,623,387
2: Mainstreaming BD conservation, SLM and CCM into key development and resource management sectors	1,356,476	15,177,280	16,533,756
3: Knowledge management and dissemination for SLM, BD and CC	458,892	1,607,778	2,066,670
Monitoring and Evaluation	194,077	15,000	209,077
Project Management Cost	143,617	1,134,764	1,278,381
TOTAL	3,015,982	22,695,288	25,711,270

6. Implementation Issues

Significant challenges were faced at the startup phase of the project, resulting in the lack of implementation during 2020 and 2021. This further increased the risks identified during the project preparation phase however since then, many of the implementation challenges have been addressed while IUCN continues to take steps to address new challenges while mitigating against project risks. A summary of the actions taken are as follows:

Challenges and Risks Identified	Actions Taken
The lack of a project coordinator at the start of the project, and up until the 4 th quarter of 2021 led to significant delays in project implementation.	In the interim, IUCN staff based in Costa Rica were assigned to assist in the completion of relevant outputs, while 4 rounds of interviews were conducted.
The COVID-19 pandemic at the start of the project impacted the commencement of technical implementation. The delay was further compounded by the lack of a project coordinator. The project was without a Sustainable Agriculture Expert until the end of 2022, thus the advancement of Component 2 activities were significantly impacted.	A proposal for the initiation of technical activities was discussed and agreed upon with the Ministry of Sustainable Development. This allowed some preparatory activities to commence.

for Mangrove Ecosystems Consultancy, the Consultancy to Develop a Mangrove Training Manual, the Consultancy to Develop a Knowledge Management Strategy, the Consultancy to Develop a SLM Training Manual, the Market Suitability Study and SLM Cost Cost-Benefit Analysis Consultancy.

stakeholders to advise on technical

-

The Mid Term Review (MTR) will assess the extent to which the activity is suited to the priorities and policies of UNEP, the donors, implementing regions/countries and target beneficiaries and is

that need to be in place to support the uptake of outputs are evident/emerging and consider whether sufficient effort and attention is being directed towards reaching outcome levels.

The Review Consultant will review the project Theory of Change (TOC) and confirm that it properly reflects all levels (outputs, outcomes, intermediate states and long-lasting impact) of results included in the project design. Where necessary, the TOC should be reconstructed, in discussion with the project team, to better guide and strengthen project implementation.

Likelihood of Impact

D. Financial Management

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART¹⁸ at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Review will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management.

The Review will assess whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should

or conditions that evolve over the life of the intervention. It is assumed that environmental sustainability is central to any UNEP project design but where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

The Review will ascertain that the project has put in place *an appropriate exit strategy* and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards; b) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance and c) the extent to which project

iii. Stakeholder Participation and Cooperation

partners; duty bearers with a role in delivering project outputs; target users of project outputs and any other collaborating agents external to UNEP and the implementing partner(s). The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life to-date and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered.

iv. Responsiveness to Human Rights and Gender Equality

The Review will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. Within this human rights context the Review will assess to what extent the intervention

22.

- Representatives from the project's stakeholder groups, including the Ministry of Agriculture, Ministry of Agriculture (NIA), Department of Environment, Department of Physical Planning, Department of Physical Planning and Environment (NIA), Ministry of Tourism
 - Representatives from civil society and specialist groups such as Fahies Agricultural Women's Cooperative Society, the St. Kitts Sea Turtle Monitoring Network, and the Nevis Historical and Conservation Society.
- (c) **Field visits:** One country mission
- (d) **Other data collection tools:** If needed, to be decided by the Review Consultant at the inception phase

10. Review Deliverables and Review Procedures

See Annex 1 of these TOR for a list of tools and guidance available, see Annex 2 for a list of review criteria and sub-categories to be assessed. The Review Consultant will prepare:

- **Inception Report:** (see Annex 3 of these TOR for guidance on structure and content) containing confirmation of the results framework and Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note:** typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Reports:** (see Annex 4 for guidance on structure and content) containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organised by review criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Review of the draft Review Report. The Review Consultant will submit a draft report to the Project Coordinator, IUCN ORMACC Regional MEL Specialist and the Regional Portfolio Coordinator, and UNEP Task Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Project Coordinator will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Project Coordinator for consolidation. The Project Coordinator will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

At the end of the review process and based on the findings in the Review Report, the UNEP Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned**.

11. The Review Consultant

The Review Consultant who will work under the overall responsibility of the Project Coordinator Nikkita Browne and the UNEP Task Manager Christopher Cox in consultation with the Head of Branch/Unit Johan Robinson, Fund Management Officer, George Saddimbah. The consultant will liaise with the Project Coordinator on any procedural and methodological matters related to the

travel, visa, obtain documentary evidence, plan meetings with stakeholders (with assistance from the Partners), organize online surveys, and any other logistical matters related to the assignment. The Project Coordinator and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the Review Consultants to conduct the review as efficiently and independently as possible.

The Review Consultant will be hired over a period of 3 months [13 May 2024 to 12 August 2024] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of 10 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of agricultural and land management systems in small island states (SIDS) is desired. English and French are the working languages of the United Nations Secretariat.

meals and incidentals) must be submitted in the currency that will be agreed in the Consultancy Agreement to the IUCN Contact Person in order for reimbursement to be made.

(e.g. PIMS, IPMR, Anubis, SharePoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the Review Report.

In case the consultant is not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards of the Project Coordinator in consultation with the UNEP Task Manager, payment may be withheld until the consultants have improved the deliverables

If the consultant fails to submit a satisfactory final product to the Project Coordinator in a timely manner, i.e. before the end date of their contract, IUCN reserves the right to employ additional human resources

additional costs borne by the project team to bring the report up to standard or completion.

Annex 2: Tools, Templates and Guidance Notes for use in the Review

The tools, templates and guidance notes listed below, and available here [UNEP Communities of Practice](#), are intended to help UNEP Project Managers and Review Consultants to produce review

Annex 3: Mid Term Review Criteria Ratings Table

The Review should provide individual ratings for the review criteria described in the table below. A suite of support tools, templates and guidance notes is available from the Evaluation Office to support the assessment of performance against these criteria (contact: janet.wildish@un.org).

Criteria will be rated on a six-point scale as follows: Highly Satisfactory²⁴ (HS = 6); Satisfactory (S = 5); Moderately Satisfactory (MS = 4); Moderately Unsatisfactory (MU =3); Unsatisfactory (U = 2); Highly Unsatisfactory (HU =1).

A Criteria Ratings Matrix is available, within the suite of tools, to support a common interpretation of points on the scale for each review criterion. The Overall Performance Rating is calculated as a simple average of the ratings for each criterion (A-H). **Any criterion assessed as being in the ‘Unsatisfactory’ range should trigger corrective action through the Management Response.**

In the Conclusions section of the Main Review Report, ratings will be presented together in a table, with a brief justification for each rating, cross-referenced to findings in the main body of the report (see Table 1 below).

Table 1: Project Performance Ratings Table

Criterion	Summary Assessment	Rating
A. Strategic Relevance		HS à HU
1. Alignment to UNEP’s, Donors and Country (global, regional, sub-regional and national) strategic priorities		HS à HU
2. Complementarity/Coherence ²⁵ with relevant existing interventions		HS à HU
B. Quality & Revision of Project Design		HS à HU
C. Effectiveness		HS à HU
1. Theory of change		
2. Availability of outputs		HS à HU
3. Progress towards project outcomes, including towards indicators ²⁶		HS à HU
4. Likelihood of impact, includes innovativeness ²⁷ and replication and scalability		HLà HU
5. Adaptive management		HS à HU
D. Financial Management		HS à HU
1. Adherence to UNEP’s/Donor policies and procedures		HS à HU
2. Completeness of project financial information		HS à HU
E. Efficiency		HS à HU
F. Monitoring and Reporting		HS à HU
1. Monitoring of project implementation		HS à HU
2. Project reporting		
G. Exit Strategy & Sustainability		HL à HU
H. Factors Affecting Performance and Cross-Cutting Issues		HS à HU
1. Project Inception		HS à HU
2. Quality of project management and supervision		HS à HU
2.1 UNEP/Implementing Agency:		HS à HU
2.2 Partners/Executing Agency:		HS à HU
3. Stakeholders participation and cooperation		HS

Criterion	Summary Assessment	Rating
<i>4. Responsiveness to human rights and gender equality</i>		

Annex 4: Guidance on the Structure and Contents of the Mid-Term Review Inception Report

Section	Notes	Recommended no. pages
Preliminary pages	Review and complete the Project Summary Table that was in the Terms of Reference.	1
1. Introduction	<p><i>Summarise:</i></p> <ul style="list-style-type: none"> • Purpose and scope of the review (<i>i.e. learning/accountability and the project boundaries the review covers e.g. timeframe, funding envelope etc</i>) • Project problem statement and justification for the intervention • Institutional context of the project (<i>MTS, POW, Division/Branch, umbrella etc</i>) • Target audience for the Review findings 	1

Annex 5: Guidance on the Structure and Contents of the Main Mid-Term Review Report

***NOTE:** The final product is called a **Review Report** (and not an Evaluation Report). Review Consultants are kindly advised to refer the reader to paragraphs in different parts of the report instead of repeating material.*

Please refer to the “Cover Page Prelims and Style Sheet Main Mid Term Review Report” for the report template.

See the SharePoint link shared with you containing a suite of tools, templates and guidance notes. Please make a fresh download for every new Mid Term Review as we update these materials regularly.

Preliminaries *Title page* Name

- project parameters for the review (start and end date; geographic reach; total budget etc)

1. Response to stakeholder comments received but not (fully) accepted by the Review Consultant, where appropriate.
2. Mid Term Review TORs (without annexes).
3. Review itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed. *(A list of names and contact details of all respondents should be given to the UNEP Project Manager for dissemination of the report to stakeholders but contact details should not appear in the report).*
4. Summary of co-finance information and a statement of project expenditure by activity or component
5. Any communication and outreach tools used to disseminate results

ANNEX 6: LETTER OF INTEREST

Fill in the information in blue

[Place and date]

TO: [IUCN]

The undersigned, [name of the professional], after having examined the Terms of Reference for the Contracting of the Professional Consulting Services for (name of the consultancy) and offers to perform these services in accordance with the call for date _____.

The attached Financial Proposal is for the total sum of [amount in letters and figures], which includes all taxes required by law.

The period of time in which the signatory of this document agrees to provide the services is from the date of signing the contract, until the date of termination thereof, without price variation, unless modifications are made resulting from contract negotiations.

The undersigned declares that all the information and statements made in the submitted proposals are true and that any misinterpretation contained in them may lead to disqualification.

Cordially,

Signature _____

Full name of the proposer or legal representative _____

ATTACHMENT 3a – SELF-EMPLOYED PROPOSER

DECLARATION in relation to RfP < Consultancy Services to Conduct aETQq0.000008871 0 595.32 842.04 reW*



< Name and position of authorised representative of the Proposer >

ATTACHMENT 4: HUMAN RESOURCES QUESTIONNAIRE

