



Proposals must be prepared in English.

Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [IUCN-24-04-P03168-01 – 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.

4.2.

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

	<p>Industry knowledge: Familiarity with the specific regulations, compliance standards and best practices and tools relevant to the grant management cycle, including subgrants. (5 pt.)</p> <p>Donor experience: Familiarity with donor requirements and compliance standards applied by multilateral development financing institutions, (5 pt.)</p> <p>Communication Skills: Evidence of the ability to collaborate with diverse stakeholders and incorporate feedback effectively and deliver on similar assignment (5pts).</p> <p>Analytical, management and problem-solving skills: Evidence of having developed a project operation manual in a multi-partner project settings (5pts)</p>	
Total (maximum)		100

4.3.

4.3.1. The Financial Proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

4.3.2.

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), 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.

4.3.3.

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

4.3.4.

All rates and prices submitted by Proposers shall be in RWF.

4.4. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.5. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 30 calendar days following the submission deadline.

4.6.

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.

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

5.2.

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

5.3.





8. CONFIDENTIALITY AND DATA PROTECTION

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## Terms of Reference for IUCN Consultancy

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### Objective of the Consultancy

The primary objective of the assignment is to revise the existing Operational Manual in-depth in alignment with the donor requirement and the good project and grant management practices. More specifically, the assignment will:

- Identify gaps, outdated information, and areas requiring clarification or improvement, ,
- Develop a revised Operational Manual that aligns with current project goals, policies, and best practices.
- Run compliance and coherence check of the revised manual vis-à-vis relevant standards and regulations from GCF and IUCN.

### Background

Project Reference: P03168

### 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.

[www.iucn.org](http://www.iucn.org)

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

## About the Project

1. The IUCN-International Union for Conservation of Nature, Rwanda Country Office in collaboration with The Governments of Rwanda through the Ministry of Environment, is implementing a 6-year program (December 2021 to December 2027) – “Transforming Eastern Province through Adaptation” – TREPA Project. The Project will be coordinated by IUCN ESARO/IUCN HQ over six-years period from December 2021 to December 2027. The Project is funded by the Green Climate Fund (GCF) and intends to restore 60,000 ha of drought-degraded landscapes into climate resilient ecosystems through re-forestation, agroforestry, restoration of pastureland, and soil erosion control measures in all the seven districts of the Eastern Province.
2. The project has three components. Component 1 aims to adapt climate change planning for drought resilience, Component 2 aims to restore rangeland landscapes for ecosystem-based adaptation, and Component 3 aims to change climate resilient ecosystem management for inS60152he



## 2. Stakeholder Engagement

- Collaborate with key stakeholders, including project managers, finance teams, and relevant authorities from the accredited entity (IUCN) and implementing partners, to gather information and insights on donor expectations and compliance needs.
- Perform a thorough gap analysis to identify inconsistencies and gaps in the existing manual concerning donor compliance requirements, including practices across implementing partners, and documents the feedback from stakeholders.

## 3. Drafting of Revised Manual

- Develop a comprehensive Revised Operational Manual, incorporating necessary changes and feedback from stakeholders to address identified gaps and enhance donor compliance.
- Include track changes and comments for transparency.

## 4. Conduct Stakeholders Workshop

- Facilitate a stakeholder workshop session to present and discuss the proposed changes with project Partners.
- Gather feedback on the revised manual to ensure alignment with project goals and donor expectations.
- Update the revised manual based on the feedback received during the workshop.
- Provide a revised version for management validation.
- Conduct a compliance verification process to ensure that the revised manual aligns with donor regulations and standards.
- Document the verification process and findings in a detail report.

## 5. Finalization

- Finalize the Revised Operational Manual, incorporating all approved changes and addressing compliance concerns and ensuring clarity and consistency throughout the document.
- Include an executive summary highlighting key changes made for compliance.

### Duration of the Assignment

The consultant is expected to complete the revision process within 15 days, providing regular updates on progress of the assignment.

### Deliverables and Activities

These deliverables aim to ensure a transparent and well-documented process of revising the operational

Deliverable 2	Workshop Presentation: Facilitate a session to present and discuss proposed revisions with project staff.
Deliverable 3	Final Revised Operational Manual: Incorporating feedback received during the workshop and finalizing all changes and improvements for donor compliance.

### Payment Schedule

The Timetable below summarises the chronological order of deliverables and indicates milestones at which IUCN will pay the Consultant.

Deliverable	Milestone payment
Validated Draft Revised Operational Manual	50%
Validated Revised Operational Manual	50%

### Skills and Experience

IUCN is looking for a high caliber institutional development professional consultant or consultancy Firm that has the competence and capacity to provide taught leadership in the revision of the project operations manual. Consultants should meet the following conditions:

1. Consultants Educational Background
  - A master's degree in a field such as project management, financial management, business administration, institutional development or a discipline related to the project's focus.
2. Professional Experience
  - Having occupied leadership positions in recognized institutions that dealt with multiple partner or consortium-led projects
  - Proven experience in preparing or revising operational manuals for projects or NGOs of similar scale and complexity.
3. Industry Knowledge
  - Familiarity with donor requirements and compliance standards applied by multilateral development financing institutions
  - Familiarity with the specific regulations, compliance standards and best practices and tools relevant to the grant management cycle, including subgrants.
4. Technical Skills
  - Proficiency in document analysis, including the ability to identify gaps and inconsistencies. And Technical expertise in the subject matter of the project, such as donor compliance, financial management, or specific operational processes
5. Communication Skills
  - Excellent written and verbal communication skills to effectively convey complex information in a clear and understandable manner.
  - Ability to collaborate with diverse stakeholders and incorporate feedback effectively.
6. Analytical Skills
  - Strong analytical skills to assess the

- Strong synthesis skills and system thinking to capture different aspects and practices applied in different organizations and align them to the donor requirements and project implementation stage.
7. Project Management Skills:
    - Project management skills to ensure that the revision process is organized, meets deadlines, and aligns with project objectives.
  8. Attention to Detail
    - Meticulous attention to detail to ensure that the revised manual is accurate, comprehensive, and compliant with relevant standards.
  9. Problem-Solving Skills
    - Effective problem-solving skills to address challenges identified during the revision process.

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 the 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.

<Date and Signature of authorised representative of the Proposer>

< Name and position of authorised representative of the Proposer >

DECLARATION in relation to RfP <insert RfP reference>

I, the undersigned, hereby confirm that I am self-employed and able to provide the service independent of any organisation or other legal entity.

Full name (as in passport):

