



## Request for Proposals (RfP)

Fund Manager



4.5.

4.5.1. The Financial Proposal must contain a proposed percentage of service fee that will be charged for the loans by the fund manager. Please note this is not a flat fee for managing CFR, but a percentage of service fee for loan disbursed. The financial proposal will constitute 30% of the overall relative weight in addition to the technical proposal.

4.5.2.

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

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

5.3.

5.3.1.

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.

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

5.3.3.

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.

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.

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.

- 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-

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](mailto: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,

## 1.1 TWENDE Project Overview

Among the projects implemented by IUCN's Eastern and Southern Africa Regional Office is the TWENDE Project - Towards Ending Drought Emergencies Ecosystem Based Adaptation in Kenya's Arid and Semi-Arid Rangelands. This is a 5-year project funded by Green Climate Fund (GCF), with the International Union for Conservation of Nature (IUCN) as the A

Currently, some enterprises across the mentioned value chains



Technical Support: The Project team and fund manager will continuously provide technical support to the beneficiaries in form of business cases development, trainings and personalized assistance to the enterprises.

### 1.8 Geographical scope

The CRF is targeted for enterprises in the three landscapes spanning 39 wards for supporting activities on sustainable land management and ecosystem restoration. The target counties are as follows:

Landscape	Counties
Sabarwawa	Marsabit, Samburu & Isiolo
Mid-Tana Chyulu	Isiolo, Meru, Tharaka Nithi, Kitui, Garissa & Tana River

The list is however not conclusive and other interventions and investments may be included, provided they contribute to sustainable land management and ecosystem restoration of the prioritized value chains.

An impact monitoring tool will be used to track the impact of the CRF funds. This impact will measure environmental, social, and economic benefits of the fund to the beneficiaries of the project. This may include:

Economic Growth and Resilience: e.g. market access, access to financing

Social Impact job creation for women & youth and socio-economic development within local communities.

Environmental impact-restoration, sustainable land management.

#### 1.10 Key partners

To ensure its success, strategic partnerships between the project partners, fund manager and the enterprises will form part of CRF implementation. This already exists through project activities, and the fund manager is expected to work with the below partners for outreach and sustainability of the fund.

- a. Community-based enterprises-as primary target beneficiaries.
- b. County governments- As focal points for group registration-The specific departments are the county departments for cooperatives where groups are registered with. Other departments are also important given the technical and supportive roles they provide to the various groups/enterprises.
- c. IUCN -As the project coordinator for the TWENDE project
- d. Conservation International-

A Fund Management Committee comprising representatives from IUCN, CI, and selected Fund Manager will be formed to exercise strict oversight of fund management, ensuring accountability and alignment with project objectives. The fund Manager is required to provide periodic report to the committee, to share project progress and any other concerns related to the fund.

#### IUCN-Kenya

Kenya Country Director  
Landscape Coordinators  
Finance Representative

#### Conservation International

Country Director  
Senior Director, Conservation Finance Division

#### Fund Manager

Members to be decided with the fund manager.

#### Roles of the fund Management Committee

- i. Providing strict oversight of fund management.
- ii. Ensuring accountability of funds through reviewing of periodic reports from the fund manager
- iii. Compliance monitoring-Guiding the alignment of the fund utilization with the project objectives.
- iv. Conduct regular evaluations of fund management processes.
- v. Impact monitoring and reporting to other stakeholders, including the donor.
- vi. Address any grievances raised by beneficiaries.

### 1.14 CRF Management

IUCN therefore seeks an established financial institution to act as a CRF Fund Manager to administer the onward lending of CRF funds to communities through a revolving fund mechanism for the next two years. The CRF is intended to be a long-term community resilience fund, and the terms of long term-engagement will be agreed upon at the end of the project.

The CRF will be managed by the selected fund management firm Fund Manager with oversight from IUCN. The selected fund manager will have a proven track record in managing revolving funds in the climate change sector. The Fund Manager and IUCN will enter into an Implementation Agreement governing the management of the CRF. IUCN through the TWENDE project will provide training, capacity-building and technical assistance to businesses applying for the CRF, while the Fund Manager will provide specific expertise in CRF

Flexible repayment options and grace periods will be provided to accommodate borrowers during challenging times. Borrowers will be encouraged to communicate early if facing difficulties. The loans will also be insured against unforeseen eventualities.

**Fund Monitoring & Reporting:**

Provide regular reports to the committee, detailing approved funds, disbursed amounts, and fund utilization and project impact.

Inform the fund committee on any changes/challenges that require adjustments as needed. IUCN shall offer guidance and expertise to ensure project alignment.

**CRF Popularization:**

Fund manager is expected to use channels such as workshops, engaging field days, campaigns, and direct interaction at pastoral training centres, to raise awareness about the CRF, to increase borrowers.

**Matching Funds for Sustainable Growth:**

We encourage the Fund Manager to seek additional funding sources, including own internal sources, investors, or development agencies, to supplement the initial capital.

**1.16 Risk Assessment and Mitigation:**

The Fund Manager will evaluate the creditworthiness and risk profiles by conducting due diligence on potential borrowers to ensure risks are mitigated. The fund manager is expected to insure the funds with existing fund insurance authorities,

Mitigation: Flexible repayment options and grace periods will be provided to accommodate borrowers during challenging times. Borrowers will be encouraged to communicate early if facing difficulties. The loans will also be insured against unforeseen eventualities.

Information Asymmetry:

Risk: Lack of Understanding - Borrowers might not fully understand the terms and conditions of the loan.

Mitigation: Clear and transparent communication will be ensured throughout the loan application and disbursement process. Borrowers will receive detailed explanations of loan terms and repayment obligations.

By proactively identifying potential risks and implementing robust mitigation strategies, both the selected MFIs and borrowers will navigate the CRF initiative with confidence, enhancing the overall success of the program while minimizing potential negative outcomes.

#### [1.16 Monitoring, Evaluation and Reporting](#)

IUCN will have the overall responsibility for monitoring and evaluation of the impact of CRF funds, and will conduct supervision missions on a regular basis and the Fund Manager will give support during such missions, providing information and feedback on the CRF performance, opportunities and challenges, and any adjustments required.

The Fund Manager shall prepare and submit to IUCN periodic reports (monthly/quarterly) as it will be agreed. The Fund Manager shall also participate