REQUEST FOR PROPOSALS:

Identifying and publishing lessons learned and best practices for the Conservation Agreements Private Partnership Platform (CAPPP)

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Abbreviations:
CA Conservation Agreement
CAPPP Conservation Agreements Private Partnership Platform
CI Conservation International Foundation
CSP Conservation Stewards Program
RFP Request for Proposal
UNEP United Nations Environment Programme
1. Introduction

Conservation International Foundation (CI) is a leading environmental organization headquartered in Arlington, Virginia in the United States. CI launched the Conservation Agreements Private Partnership Platform (CAPPP) in 2015 to catalyze private-sector support for biodiversity conservation and maintenance of ecosystem services in globally important sites. With support from the GEF Earth Fund, and in collaboration with the United Nations Environment Programme as implementing agency, the CAPPP forges mutually beneficial links between the private sector and local communities or landowners who commit to achieve biodiversity conservation, reduce land degradation, support climate regulation efforts and promote sustainable natural resource management.

CI’s Conservation Stewards Program (CSP) is the implementer of the CAPPP. Through partner organizations on the ground, CSP works with communities who agree to protect their natural resources, as well as the benefits they provide, in exchange for a steady stream of compensation from investors. This approach helps conserve biodiversity while improving the quality of life for local communities. CSP’s conservation agreement (CA) model offers direct incentives for conservation through a negotiated benefit package in return for conservation actions by communities. Thus, a CA links conservation funders — governments, bilateral agencies, private sector companies, foundations, individuals, etc. — to people who own and use natural resources. Benefits typically include investments in social services like health and education as well as investments in livelihoods, often in the agricultural or fisheries sectors. Benefits can also include direct payments and wages. The size of these benefit packages depends on the cost of changes in resource use, as well as conservation performance. Rigorous monitoring verifies both conservation and socioeconomic results.

The CAPPP consists of a portfolio of 10 CA projects in 9 countries. Implementing partners receiving awards from CI include CI programs via internal allocations (CI Colombia, CI Peru, Conservation South Africa, CI Cambodia) and external NGOs via sub-grants (Wildlife Conservation Society in Guatemala, Natura Bolivia, Farm Africa in Ethiopia, Shan Shui Conservation Centre in China, Keystone Foundation in India).

This project is a post-facto analysis of lessons learned over the life of the CAPPP. It will build upon reporting and evaluation, including site visits and the CAPPP mid-term review. It must identify lessons at two levels:

1) from each of the sub-projects individually, and
2) in aggregate, for the program as a whole. It should simultaneously look backward, asking the questions “what happened and what did we learn?” and look forward, asking “how can this experience be leveraged for other, similar initiatives?”

The purpose of the project is to inform the practice of conservation with an emphasis on engaging the private sector, working with communities, and leveraging enterprise development, Corporate Social Responsibility and supply chains for conservation and human wellbeing outcomes. This should extend to informing policy to enable this type of conservation.

The audiences will be primarily practitioners in the community-based conservation space and particularly those who wish to bring the private sector into the conservation space, as well as governments and donors/funders. Another important audience will be community leaders themselves who may be able to advocate for partnership and who wish to understand which solutions might be available to them in managing their resources.
The objective is to clearly communicate lessons learned in terms of what went well, what didn’t go well or had unintended consequences, what could be done differently to improve the CAPPP outcomes, and what the CAPPP team would recommend to others doing similar projects.

The purpose of this RFP is to select a high-quality project partner (the “Consultant”) to lead design and implementation of the lessons learned project under the guidance of the CI’s Conservation Stewards Program.

CI’s role in the project would include:
- Negotiating, making, and managing a Services Agreement contract to the Consultant,
- Overseeing contract execution by the Consultant,
- Financial and technical reporting to United Nations Environment Programme,
- Convening and chairing the semi-formal Project Team, and
- Providing technical assistance including background information and making project stakeholders (primarily implementing partners) available for virtual consultation
- Monitoring delivery of the project work plan, adherence to the project timeline and quality of deliverables.

We would like to invite you to consider the criteria set out in this request for proposal document (“RFP”) and to submit a proposal in the format attached.

All information provided to CI in response to this RFP will be kept strictly confidential and not provided to any third parties. CI is under no obligation to accept any proposal put forward and makes no representation that it will enter into any legal relationship with any party that puts forward a response to this RFP.

2. Discretion, Professionalism and Confidentiality

The proposed project will require a consultant with a high degree of professionalism, discretion and a respect for confidentiality. To identify lessons learned and best practice, the consultant must be sensitive to and have respect for each partner organization’s internal culture, governance and operating procedures while maintaining a critical and constructive approach to how this type of work can be improved. Conducting effective interviews and engaging project staff to identify what worked and what didn’t will require that the consultant respects the proprietary nature of each organization’s project design processes and products. Identifying not only strengths but also weaknesses in a constructive way will also call for a high degree of confidentiality and professionalism on the part of the consultant.

The consultant is expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work and in accordance with CI’s Code of Ethics.

Conservation International’s reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, and Passion and Teamwork. CI’s Code of Ethics (the “Code”) provides guidance to CI employees, service providers, experts, interns, and volunteers in living CI’s core values, and outlines minimum standards for ethical conduct which all parties must adhere to.

Any violation of the Code of Ethics should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com
Concerns regarding the integrity of the procurement process and documents shall be reported to www.ci.ethicspoint.com under the procurement and purchasing activities.

3. **Scope**
The proposed project will *identify and communicate publicly lessons learned and best practices related to the CAPPP*. The project will also draw conclusions as to the suitability of the conservation agreements model for engaging the private sector in conservation and for achieving biodiversity and human wellbeing outcomes.

4. **Project Implementation**
The project would take place in two (2) brief stages:

1. **Collecting the information**
   Information collection will be driven by the consultant. Information will be collected through the following sources and processes:
   - Review of CAPPP background documents including the Operations Manual and Agreement between CI and UNEP
   - Review of previously submitted reports from sub-projects to CI, from CI to UNEP
   - Review of the CAPPP mid-term review
   - Virtual interviews with the core project team (draft guiding questions are attached)
   - Virtual interviews with leads from each sub-project
   - Virtual interviews with key partners from government and the private sector (as appropriate and as possible)

2. **Synthesizing and verification**
The consultant will verify and synthesize the information collected above through virtual focus group discussions with the core project team. These discussions will allow a participatory approach to identifying and confirming key lessons. The consultant will then develop a lessons learned synthesis report (initial draft, review and refinement, and final draft) for the rest of the project team (delivery to the Project Lead).

   The review of the initial draft should include time for review by leads from each of the sub-projects. Delivery and CI acceptance of the final draft will mark the end of the engagement from the consultant.

   CI’s Conservation Finance Division Communications Manager will then produce a final report in an appropriate format. This will be the CAPPP Lessons Learned Report, as contained in the CAPPP Operations Manual. This report will ground the key lessons in the stories and successes of the sub-projects as this is where most of the learning is generated.

5. **Project Management Structure**
To support the consultant, CI will convene a semi-formal project team. The project team will consist of:
1. A Project Lead – the Managing Director for CI’s Conservation Stewards Program
2. The consultant
3. CI’s Conservation Stewards Program team – Private Sector Manager and Regional Managers
4. CI’s Conservation Finance Division Communications Manager
5. UNEP’s Task Manager for CAPPP
6. CI’s Conservation Finance Division SVP

The consultant will be primarily advised by CSP’s Managing Director. The CSP team will provide information related to each sub-project and will help to make links between the consultant and key stakeholder. UNEP’s Chief of Party and CI’s Conservation Finance Division SVP will review the key materials as they are delivered (initial findings, draft and final reports). The consultant will lead the key activities of information collection and verification and synthesis.

6. **Project Deliverables**

Based on the above the following deliverables are expected as outputs of the project by the consultant.

1. Project evaluation framework
2. Preliminary results report
3. Draft lessons learned and best practices report
4. Final lessons learned and best practices report

7. **Selection Criteria**

To be eligible for consideration proposals must ensure that they address all the issues raised below.

**7.1. Threshold Criteria**

- **Project Evaluation Experience:** The consultant shall assign staff / experts that are able to demonstrate robust experience in implementing similar projects with a focus on identifying lessons learned and best practices from conservation and development projects. The proposal should clearly present the experience of those staff and/or external experts that will help to implement the Project. Please include staff CVs, references projects and reference to specific tools and processes with which the consultant is familiar. If partnerships are proposed, please provide a similar level of detail.

- **People-centered Conservation Experience:** It is critical that the consultant is well-versed in current best practices for incentive-based and people-centered conservation, particularly pertaining to the work of CSOs who frequently work with local communities to build the environmental and livelihoods resilience of those communities. The proposal should clearly present the knowledge and experience of technical staff and similar projects previously conducted by the consultant.
Private-sector Engagement Experience: It is also critical that the consultant possess a robust understanding of the current state of play regarding engaging the private sector and markets in biodiversity conservation (CSR, sustainable supply chains, nature-based enterprises) as these are the central levers of the CAPPP.

7.2. Project Details Required

Project proposals should include a narrative description covering the following elements:

- **Framework Development**: The proposal should describe how the consultant will develop a framework for identifying lessons learned and best practices through the CAPPP. The framework should be based upon an understanding of the current state of participatory project evaluation (25 pts).

- **Technical Approach**: Proposal should describe the activities necessary to lessons learned and best practices, ideally in a simple log-frame format. An estimated cost for each activity and requested funding should be included in the project budget. The proposal should describe the project applicant’s capacity to implement these activities (25 pts).

- **Project Timing and Work Plan**: The project has a duration of only 2 months to be completed by June 30, 2020. Annex 1 provides an indicative timeline which has been prepared by CI. The proposal should provide comments and a more detailed revision of this schedule (25 pts).

- **Project Budget**: The proposal should include an indicative budget by Project Deliverables set out in Section 6 of the RFP. The budget should include the following categories (25 pts):
  - Personnel: includes the hourly or daily rates of each consultant included in the proposal
  - Miscellaneous: itemize any anticipated out-of-pocket costs associated with the project

8. Selection Process

The proposal will be subject to a screen by CI and UNEP. If the proposal meets the criteria above CI will negotiate a Services Agreement with the consultant. Applicants will be notified whether or not they have been successful by April 10, 2020.

9. Project Proposal Format and Submission

Project proposals should consist of a narrative description (Annex 2) addressing the criteria outlined above. The project narrative should be no more than 5 pages.

We kindly request that you submit your proposal electronically by 5 pm Eastern on April 10, 2020. Late submissions will not be considered Please address your response by e-mail correspondence to CI’s Conservation Stewards Program email (conservation.agreements@conservation.org). We look forward to receiving your proposal. Please contact the Conservation Stewards Program (conservation.agreements@conservation.org) if you have any questions regarding this request for proposals by April 3, 2020.
10. **Annex 1: Indicative Project Timeline**

Implementation Schedule and Milestones

The project must be carried out rapidly due to the expiry of the overarching CAPPP agreement between UNEP and CI June 30, 2020.

CI anticipates an implementation period of approximately 2.5 months, beginning in April 2020 as outlined in the table below.

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<thead>
<tr>
<th>Activity</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
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<tbody>
<tr>
<td>Project RFP finalized</td>
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<td>Consultant hired</td>
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<td>Project evaluation framework developed</td>
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<td>Information collection and synthesis</td>
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<td>Preliminary findings available for review by Project Team</td>
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<td>By May 11</td>
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<td>Final report delivered by consultant</td>
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<td>By June 15</td>
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<td>CI produces final report for public</td>
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<td>By June 30</td>
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<td>Final report live on website and presented publicly</td>
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11. Annex II Project Narrative Description
Please complete each of the sections below. Responses to the RFP should not exceed 5 pages excluding enclosures (e.g. staff CVs). If you have any questions please contact the Conservation Stewards Program, Conservation International. Email: conservation.agreements@conservation.org.

<table>
<thead>
<tr>
<th>Name and address of Organization/Consultant:</th>
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<tr>
<td>Contact person and position:</td>
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<td>Total amount requested from Conservation International:</td>
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1. **Background of organization submitting proposal**
Provide sufficient information detailing when the consultant/organization was started, how long have been operating, mission and strategic approach.

2. **Project evaluation experience**
Provide sufficient information detailing the consultant’s experience with project evaluation and lessons learned/best practices identification. What similar projects have you undertaken? Provide the names and positions of key staff to be involved in this consultancy, describing their roles and responsibilities, and enclose staff CVs when replying to this RFP. Please also explain the nature of, and provide references to, specific tools and processes with which you are familiar. Please also provide 2-3 client references demonstrating relevant experience.

3. **Framework development**
How will you go about developing a framework for identifying lessons learned and best practices from the CAPPP? What types of frameworks are you familiar with?

4. **Technical approach**
Describe the activities necessary to identify lessons learned and best practices from the CAPPP. Please enclose a simple log-frame showing activities, costs and funds requested.
5. **Project timing and work plan**  
Provide a project schedule showing dates of key activities and deliverables.

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6. **Risks**  
Identify any suspected high and medium level risks to conducting the consultancy, the reputation of the consultant, and those of CI and UNEP.

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7. **Budget**  
Provide a high-level budget for the delivery of the project including expenses for Personnel according to Project Deliverables, as well as any anticipated Miscellaneous expenses. This may be in the form of an enclosed table or spreadsheet. Note: Due to the COVID-19 outbreak, travel is not expected for this consultancy.

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