1. **Background**

   Conservation International (CI) has been protecting nature for the benefit of all for over 30 years. Through science, policy, and partnerships, CI is helping build a healthier, more prosperous and more productive planet. CI Ventures is CI’s impact investment fund that provides loans to small- and medium-sized enterprises that operate in the forests, oceans and grasslands where Conservation International works.

   The African Conservancies Fund (ACF) is a sub-strategy of CI Ventures. During the covid-19 pandemic, the ACF made loans to community-owned conservancies in the Maasai Mara, Kenya, to ensure that lease payments were made to Indigenous landowners, people remained employed, and that vital wildlife areas and corridors were protected.

2. **Project Overview**

   We are looking for a consultant to lead the research, design and establishment of a new investment vehicle – either managed by Conservation International, or in partnership with a third-party investment manager – to implement these lessons on a pan-continent or global scale. The Consultant will be responsible for designing a vehicle that:

   - Is financially viable as an investment vehicle
   - Secures and expands wilderness areas
   - Secures and expands threatened or vital wildlife corridors
   - Layers multiple revenue streams within a landscape to increase the financial resilience of these areas and the communities that live there – likely through ecotourism, carbon credits, biodiversity credits, sustainable agriculture and other revenue generating activities.

   We have a clear vision for the impact objectives of the vehicle and we’re now looking for a consultant to develop the structure, strategy and vehicle to achieve these outcomes. The successful candidate will be supported and guided by a team of investment professionals from CI’s Conservation Finance Division to help bring this ambition to life.

   You can learn more about the work of the African Conservancies Fund and CI Ventures [here](#).

3. **Terms of Reference, Deliverables and Deliverables Schedule**

   In addition to the deliverables outlined in this section, the consultant will recommend deal management mechanisms of existing African Conservancies Fund transactions and review Fund design for compliance with CI policies and in alignment with CI’s mission and strategic goals. Occasional travel is expected to carry out activities.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Market analysis and opportunity assessment – research and evaluate what funds or vehicles already exist (or are under development) in the landscape financing space in selected geographies/regions. This will help to understand what already exists and enable the design of a vehicle that is truly differentiated</td>
<td>2 months from start date</td>
</tr>
</tbody>
</table>
2. Investment strategy/thesis development – develop an investment thesis that, based on research, analysis, consultations and experience, investable and operationally viable. We expect this process to take a number of iterations and will be informed by feedback from investors, potential partners, and availability of pipeline. Please note that as part of this process, the Consultant (with support from the team) will also begin sourcing and conducting due diligence on potential investable pipelines to validate the market need for the proposed investment strategy. **4 months from start date**

3. Financial modelling – build a financial model that captures the key inputs, operations, and outputs of the proposed investment strategy to demonstrate the financial viability of the model. We expect the Consultant to be comfortable with the concept of ‘blended capital’ and will be expected to integrate this thinking into modelling, fund design, fundraising strategy and partnership development where necessary. **4 months from start date**

4. Market testing – develop marketing materials (2-pager, investment teaser) to articulate the proposed thesis and ‘market test’ this idea (or ideas) with potential investors and partners. Feedback from potential LPs and third-party investment managers will be essential in validating the bankability of the strategy. **6 months from start date**

5. Partner identification and due diligence – it is likely that the agreed strategy will require us to partner with third-party investment managers. You will be responsible for identifying, engaging and performing due diligence on potential partners. **6 months from start date**

6. Fund structuring – work with internal Legal team (and external counsel to the extent required) to establish the most suitable vehicle structure. **8 months from start date**

7. Effectively engage stakeholders including investors, donors, government and NGOs, technical colleagues, and other partners important to program success and preparing necessary marketing collateral as needed. **Throughout term of consultancy**

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### 4. Submission Details

a. **Deadline.** Proposals must be received no later than September 16, 2022 5pm South Africa time. Late submissions will not be accepted. Proposals must be submitted via email to ciprocurement@conservation.org. All proposals are to be submitted following the guidelines listed in this RFP.

b. **Validity of bid.** 120 days from the submission deadline

c. **Clarifications.** Questions may be submitted to ciprocurement@conservation.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. CI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the CI website and/or communicated via email.
d. Amendments. At any time prior to the deadline for submission of proposals, CI may, for any reason, modify the RFP documents by amendment which will be posted to the CI website and/or communicated via email.

5. Requirements
   a. Minimum Requirements
      i. 5+ years of related work experience in financial advisory, capital formation, management consulting or related industry
      ii. Knowledge of conservation finance sectors/themes such as carbon, ecotourism, agriculture
      iii. Knowledge of broad range of financial instruments including debt, equity, revenue-based financing,
      iv. Exceptional organization, project, people and time management skills
      v. Team player and able to work effectively with diverse works groups in a multicultural environment
      vi. Excellent written and verbal communication skills
      vii. Success in influencing and partnering with key stakeholders
      viii. Proven ability to multitask and meet priorities. Comfortable working in a fast-paced environment with changing priorities and under minimal supervision
      ix. Fluency in English required
   b. Preferred Qualifications
      i. Located in South Africa, Kenya, UK or Europe. Candidates based in time zones convenient for Africa and Europe will be considered.
      ii. Experience of living or working in sub-Saharan Africa or CI’s other priority regions a strong plus.

6. Proposal Documents to Include
   a. Signed cover letter with the bidder’s contact information.
   b. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
   c. Technical Proposal.
      i. Corporate Capabilities, Experience, Past Performance, and 3 references. Please include descriptions of similar projects or assignments and at least three references.
      ii. Qualifications. Please attach a CV that demonstrate how you meet the minimum requirements listed in section 5 (Minimum Requirements).
   d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 2). The estimated budget range is US$70,000 – US$100,000.

7. Evaluation Criteria In evaluating proposals, CI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Score (out of 100)</th>
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<tbody>
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</table>

Page: 3 of 7
Template Date: July 2021
Owner: Finance, Grants and Contracts Unit
Does the bidder’s past performance demonstrate recent proven experience doing similar work? | 25%
---|---
Does the bidder have the specific technical expertise for the assignment? | 50%
Cost: Costs proposed are reasonable and realistic, reflect a solid understanding of the assignment. | 25%

8. **Proposal Timeline**

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>RFP Issued</td>
<td>12 August 2022</td>
</tr>
<tr>
<td>Clarifications submitted to CI</td>
<td>26 August 2022</td>
</tr>
<tr>
<td>Clarifications provided to known bidders</td>
<td>2 September 2022</td>
</tr>
<tr>
<td>Complete proposals due to CI</td>
<td>16 September 2022</td>
</tr>
<tr>
<td>Final selection</td>
<td>28 September 2022</td>
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</table>

9. **Resulting Award** CI anticipates entering into an agreement with the selected bidder by October 1, 2022. Any resulting agreement will be subject to the terms and conditions of CI’s Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate CI to execute a contract, nor does it commit CI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, CI reserves the right to reject any and all offers, if such action is considered to be in the best interest of CI. CI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. **Confidentiality** All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. CI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. CI’s evaluation results are confidential and applicant scoring will not be shared among bidders.

11. **Code of Ethics** All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with CI’s Code of Ethics. Conservation International’s reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, 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, as well as concerns regarding the integrity of the procurement process and documents should be reported to CI via its Ethics Hotline at www.ci.ethicspoint.com.

12. **Attachments:**

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
Attachment 2: Cost Proposal Template
Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. 001-ACF-CFD

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CI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to CI’s Code of Ethics, we certify:
   a. We understand and accept that CI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

   a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.

   b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

   a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror’s business.

   b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.

   c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.

   d. We have not engaged in any collusion or price fixing with other offerors.
e. We have not made promises, offers, or grants, directly or indirectly to any CI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.

f. We have taken no action nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by CI.

g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.

h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).

i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration’s List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: ____________________________________________________

Signature: _________________________________________________

Title: _____________________________________________________

Date: _____________________________________________________
Attachment 2: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in USD.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Estimated % of time effort</th>
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<tbody>
<tr>
<td>1. Market analysis and opportunity assessment</td>
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<td>7. Effectively engage stakeholders including investors, donors, government and NGOs, technical colleagues, and other partners important to program success and preparing necessary marketing collateral as needed</td>
<td>100%</td>
</tr>
</tbody>
</table>

Cost Breakdown by Cost Component

<table>
<thead>
<tr>
<th>Description</th>
<th>Unit of measure (day, month etc)</th>
<th>Total period of engagement</th>
<th>Unit cost/rate</th>
<th>Total Cost for the Period</th>
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</thead>
<tbody>
<tr>
<td>Consultant 1</td>
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<tr>
<td>Travel Costs (if applicable)</td>
<td></td>
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</tr>
<tr>
<td>Other related Costs (please specify)</td>
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<tr>
<td><strong>Total Cost of Financial Proposal</strong></td>
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