

Request for Proposals

Title: IPFAF Project Mid-Term Evaluation

RFP No: IPFAFMTE2024

Date of Issuance: 24 May 2024

1. Background

Since 1987, Conservation International (CI) has been a leader in protecting and conserving critical landscapes all over the world. Our efforts have helped to protect 3.39 million square kilometers of land and sea. CI has more than 1000 staff in 30 countries. The majority of our country programs are directed and staffed by host-country nationals with extensive knowledge of their respective country's political, social and environmental contexts. As a non-profit organization, CI has worked with governments, civil society, local communities and the private sector to empower societies to responsibly and sustainably care for nature, our global biodiversity, for the well-being of humanity.

2. Project Overview

CI is implementing the Indigenous Peoples Finance Access Facility (IPFAF) project. The IPFAF project is a four-year US Department of State-funded initiative to support Indigenous Peoples groups around the world to directly access existing funding mechanisms, supporting their efforts to continue to conserve some of the most critical forests on earth. The overall goal of this project is to enhance Indigenous Peoples' capacity to access funding for the conservation, restoration, and improved management of their territories, specifically forests.

This project works in the three regions of Asia, South America, and Africa, with a particular focus on Indigenous Peoples Organizations (IPOs) from the following countries: Indonesia, Thailand, Nepal, the Philippines, Tanzania, Kenya, Democratic Republic of the Congo, Guatemala, Ecuador, Peru, Panama, and Brazil. IPFAF works directly with IPOs from the community, national, and regional levels to implement a scoping study, regional consultations, trainings, and donor roundtables. Indigenous Peoples define their priority needs in terms of capacity building related to accessing funding, as well as the legal/technical support they need.

Within this context, CI is procuring a mid-term, independent evaluation of the IPFAF project (see attached Terms of Reference for details of the services requested). CI invites all eligible suppliers to provide your best offer for this solicitation by the due date stated in part 2.

3. Terms of Reference, Deliverables and Deliverables Schedule

See Attachment 2.

4. Submission Details

- a. Deadline **Extended**. Proposals must be received no later than **5:00 PM EST on June 28, 2024**. Late submissions will not be accepted. Proposals must be submitted via email to cbarrientos@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 cbarrientos@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. Minimum Requirements

The consultancy firm or individual consultant must:

- a. Specific competencies
 - i. Provide a lead consultant for the services with at least a master's degree or equivalent work experience in environmental sciences; Indigenous leadership or governance; community or nonprofit organizational capacity building; systems change; Indigenous-led fundraising; or investing in Indigenous communities, or other fields related to the assignment;
 - ii. Have at least 10 years' experience in environmental conservation, project management, Indigenous leadership or governance; community or nonprofit organizational capacity building; systems change; Indigenous-led fundraising; or investing in Indigenous communities, or other fields related to the assignment;
 - iii. Have experience evaluating community-focused or Indigenous-focused capacity building projects related to accessing funding or finance will be an added advantage;
 - iv. Use best practices to protect potentially sensitive data or information to avoid unnecessary increases in vulnerability of Indigenous communities or individuals;
- b. General competencies
 - i. Have strong understanding of various quantitative and qualitative evaluation methodologies, surveys, and statistical analysis;
 - ii. Have demonstrated ability to communicate findings in an accessible way for non-technical readers, including presentation of data in visually appealing ways, highly structured and rigorous summaries of findings and robust and accessible syntheses of key lessons; and
 - iii. Have strong English language skills (both spoken and written) with an inclusive approach for communicating and working with non-English speakers.

6. Proposal Documents to Include

- a. Signed cover page on bidder's letterhead 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 client references. Please include descriptions of similar projects or assignments and at least three client references.

- ii. Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
 - iii. Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (Attachment 2). Maximum of 10 pages.
 - d. Financial Proposal. Offerors shall use the cost proposal template (Attachment 3).
- 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:

Evaluation Criteria	Score (out of 100)
Is the proposed approach and methodology appropriate to the assignment and practical in the prevailing project circumstances?	20%/ Max points
Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	20%/ Max points
Does the bidder's past performance demonstrate recent proven experience doing similar work?	20%/ Max points
Does the bidder and the proposed personnel have the specific technical expertise and/or experience for the assignment?	20%/ Max points
Cost: Costs proposed are reasonable, realistic, and reflect a solid understanding of the assignment.	20%/ Max points

8. Proposal Timeline

RFP Issued	24 May 2024
Clarifications submitted to CI	5 June 2024
Clarifications provided to known bidders	10 June 2024
Complete proposals due to CI	28 June 2024
Final selection	12 July 2024

- 9. Resulting Award** CI anticipates entering into an agreement with the selected bidder by July 19, 2024. 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: Terms of Reference
Attachment 3: Cost Proposal Template

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. **IPFAFMTE2024**

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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: Terms of Reference

Services Requested: Mid-term Evaluation of the Indigenous Peoples' Finance Access Facility (IPFAF) Project

I. Description of Project to Be Evaluated

A. *About the Project*

The Indigenous People's Finance Access Facility (IPFAF) is a four-year US Department of State-funded initiative to support Indigenous Peoples groups around the world to directly access existing funding mechanisms, supporting their efforts to continue to conserve some of the most critical forests on earth. The overall goal of this project is to **enhance Indigenous Peoples' capacity to access funding for the conservation, restoration, and improved management of their territories, specifically forests.**

This project works in the three regions of Asia, South America, and Africa, with a particular focus on Indigenous Peoples Organizations (IPOs) from the following countries: Indonesia, Thailand, Nepal, the Philippines, Tanzania, Kenya, Democratic Republic of the Congo, Guatemala, Ecuador, Peru, Panama, and Brazil. IPFAF works directly with IPOs from the community, national, and regional levels to implement a scoping study, regional consultations, trainings, and donor roundtables. Indigenous Peoples define their priority needs in terms of capacity building related to accessing funding, as well as the legal/technical support they need.

B. *The Challenge the Project is Addressing*

Indigenous Peoples are the acknowledged stewards of more than half of the world's lands. For generations, and despite relentless efforts to colonize Indigenous Peoples, they remain the best defenders of nature. This is evidenced by the fact that IPs' territories remain among the least modified¹, intact biodiverse and carbon-rich² ecosystems. Evidence increasingly shows that the territories under the management by Indigenous Peoples have higher biodiversity³ and lower deforestation rates compared to other conservation systems including government managed protected areas.⁴ These point to the effectivity of Indigenous traditional resource governance and management systems.

Yet recognition or support of Indigenous Peoples remains minute compared to their efforts. In recent years, with climate change and biodiversity loss threatening all of humanity, there has been more focus on actions related to conservation of critical ecosystems and restoration of forests. Large scale funding has been set aside for actions targeting the territories of Indigenous Peoples, yet these resources are managed by intermediaries and not directly by Indigenous Peoples.

It is through the continuing efforts by Indigenous Peoples and their allies that there is now a recognition that this approach is not sustainable and does not contribute to the long-term efforts to address climate change and biodiversity loss. This recognition is evident in the commitments by funders to develop funding streams dedicated to Indigenous Peoples.

During the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties (COP 26), governments and funders pledged US\$1.7 billion for actions by Indigenous Peoples on their lands and forests to combat climate change. This presented a huge opportunity, not just for Indigenous Peoples but for the whole world, to address years of inequality and injustice while promoting conservation and the sustainable use of nature. If such funds were to flow directly to Indigenous Peoples to support their self-determined actions on climate change and biodiversity loss, it would be more cost-effective and would indicate a paradigm shift in project funding.

Legal and policy constraints remain a major challenge in this effort. In addition, the effects of years of systemic discrimination against indigenous communities, including the lack of access to education has led to capacity constraints and excluded Indigenous Peoples. The legal/policy conditions, capacity constraints, patronage relations and the misperceptions have all resulted in the historical exclusion of Indigenous Peoples from accessing funding that supports their own self-determined actions. Additional barriers include the lack of access to information about these opportunities, which often, only Indigenous Peoples Organizations (IPOs) with international partners are informed about. Efforts have been made to address some of these constraints, such as having non-governmental organizations (NGOs) serve as intermediaries. As intermediaries, NGOs develop proposals that comply with donor's requirements and work with communities to deliver the outlined deliverables. Since NGOs have greater access to the available funding, programs are often designed to reflect NGO priorities and methodology rather than those of the communities. As a result, these NGOs have more power over projects and by extension, over the communities' resources.

C. Project Approach

Through the IPFAF project, Conservation International (CI) is piloting an Indigenous-led intermediary approach. This project was designed and is being implemented under the leadership and guidance of the Indigenous Peoples Working Group (IPWG) at CI. This working group is composed of staff who identify as Indigenous and have been working closely with the leadership and different divisions of CI to improve how CI relates with and engages with Indigenous Peoples. IPWG members retain close linkages with Indigenous communities, as well as their own communities, this relationship of the IPWG members with partner communities is a valuable asset in ensuring the success and sustainability of the project. It is intended that through this intervention, CI and other funders will develop a better appreciation of how to work with IPOs on the issue of access to funding.

D. Project Objectives

IPFAF project objectives include:

1. Increase access by IPOs to information related to funding opportunities for their self-developed projects related to stewarding forests;
2. Increasing the skills of representatives of IPOs to develop, write, submit, and manage project proposals;
3. Develop a pool of IP leaders who can serve as trainers for other IPOs;

4. Facilitate access by IPOs to legal services so they can overcome some of the barriers connected to accessing funding; and
5. Create learning opportunities between IPOs and donors to improve operational guidelines.

E. Key Project Activities

IPFAF project key activities include:

1. Scoping study: A study of the opportunities and challenges facing Indigenous Peoples with regards to funding their climate change mitigation and adaptation actions. A desk review of available data and publications on the issue, interviews with donors, NGOs, and IPOs.
2. Regional consultations: Regional consultations convened in Asia, Africa and South America to:
 1. Discuss the scoping study results and identify next steps to address the identified challenges or take advantage of any opportunities;
 2. Share lessons learned in engaging with funding institutions;
 3. Identify initiatives that advance the interest of Indigenous Peoples for direct access to funding;
 4. Agree on regional priorities in terms of capacity building related to funding access;
 5. Develop a workplan for capacity building.
3. Trainings and capacity building activities:
 - a. Development of resources and training materials that incorporate the inputs from the scoping study and regional consultations and are translated into five different languages (English, French, Bahasa, Spanish and Portuguese). Delivery of regional trainings through a Training-of-the-Trainers (TOT) approach that would create IPO trainers to serve as technical experts and provide dedicated support to specific IPOs. Training content will include proposal writing, as well as financial reporting and management. It will also include targeted guidance on proposal development and critique.
 - b. Convening roundtable discussions to bring together funding institutions and IPOs with the aim of facilitating networking between the funders and IPOs; discussing common goals; and developing understanding on the priorities of each group.
 - c. Creating a space for interaction between IPOs and donors that may include the opportunity for feedback and direction from donors to IPOs and one-on-one meetings, as a form of capacity building. Include a database/library of resources created through this project to enable greater access to information for IPOs, with specific funding opportunities, timelines, and relevant information.
4. Engaging with IPO partners: Work with global, regional, and local Indigenous partners and networks to strengthen solidarity by bringing IPOs who are already successful at accessing finance to exchange knowledge and experiences with participating IPOs. Reach out to global and regional IPOs, as well as the global IP caucuses to scope the interest, readiness, and commitment of IPOs to embark on this type of capacity

building work, recognizing the technical nature of the work. Reach out to partner communities so that their concerns are integrated in the project.

II. **Services Requested: Mid-Term Evaluation**

A. *Purpose of the Mid-Term Evaluation*

To conduct a mid-term, independent evaluation of the IPFAF project. This evaluation will assess progress toward IPFAF objectives and identify project outcomes, to date. The evaluation will also discuss any impediments to achieve the objectives and include findings from the IPFAF scoping study, regional consultation results, and additional qualitative and quantitative data including project outcome indicators and deliverables.

B. *Mid-Term Evaluation Objective*

To provide the project partners with an opportunity to reflect on project performance, outcomes achieved, impediments, and overcoming impediments to IPFAF implementation.

C. *Mid-Term Evaluation Methodology & Design*

The Mid-term evaluation design should be rigorous and use internationally recognized methods. Indigenous evaluation principles, practices, or tools should be considered for inclusion where appropriate. The mid-term evaluation should utilize a qualitative approach to consider impact/differences being made in Indigenous communities, through examples such as: improving the enabling environment; small or larger success stories in progress; and progress toward goals, objectives, or outcomes of IPFAF. The mid-term evaluation should be gender sensitive and account for youth participants.

D. *Mid-Term Evaluation Results*

The Mid-Term Evaluation Narrative must include the following components:

1. **Project Objectives:**

- a. Discuss progress on objectives implemented, to date.
- b. Discuss any impediments or overcoming impediments in order to achieve the IPFAF objectives. This may include changes in strategies and approaches to accelerate the delivery of results during the remaining implementation time.

2. **IPO Engagement, Tools and Approaches Identified:**

- a. What are effective communication tools/methods in working with IPOs?
- b. What are some Indigenous ways to measure project effectiveness?
- c. What are the disparities in ways that different IPOs access IPFAF resources available in this program?

3. **Is IPFAF Supporting the Financing Needs of IPOs?**

- a. Is the project purpose to support IPO access to financing still relevant? Is the benefit related to organizational type (i.e., size of organization, geography, etc.)?

- b. Considering financing landscape shifts, now that funds like Shandia are operational, are IPO's needs changing? Explain how the needs may have changed and how you think IPFAF can meet the shifting needs.
- How is the program, to date, regarded by IPOs, analyze by IPO type (i.e., size, etc.), as relevant.
 - If the project is still relevant, how can we increase the feeling of ownership by IPOs in this project?

4. Lessons Learned including any modification to the program or objectives to serve IPOs? Please list and discuss:

- a. The mid-term evaluation findings will make qualified statements on the question of whether and to what extent the project is achieving its intended objectives. The mid-term evaluation will also include recommendations for future use of the findings/learnings within the project, organization, and beyond. The mid-term evaluation should provide clear and actionable recommendations on changes that need to be put in place to optimize project performance. The recommendations should also inform future design of similar projects.

The Mid-Term Evaluation Results should include a table similar to the table below:

IPFAF Project Objectives Evaluating progress toward project objectives.	A. Midterm Ongoing since X date: OR Will start X date:	B. List any Impediments to Progress	C. Changes in approach to achieve progress, as applicable	D. Outcomes, to date, as applicable
Greater IPO access to information on funding opportunities				
Greater project development skills for IPO representatives.				
The following objectives may start during or after the mid-term evaluation is conducted.				
Training a pool of IPO trainers (starting summer 2024)				
Facilitating IPO access to financial and legal services				
IPO and donor guidelines and improvements				

E. Mid-Term Evaluation Deliverables

All deliverables must be provided in English. The consultant will be required to deliver the following:

- 1. Inception Report:** The Inception Report should cover: the validated evaluation questions and each question should be accompanied by explanatory comments, judgment criteria, quantitative and qualitative indicators, and methodological approach to data collection and analysis. The report should also include a detailed work plan, the activities, roles, and responsibilities of each team member, and the deliverables.
- 2. Progress Meetings:** Organize regular progress update meetings with the IPFAF project team.
- 3. Draft Report:** To be shared with the IPFAF project team and the Department of State to provide comments and feedback. The report should be a maximum of 30 pages exclusive of annexes.
- 4. Presentation:** Of draft findings, conclusions, and recommendations to a meeting of the IPFAF project team and Department of State.
- 5. PowerPoint Slides:** Of the summary of findings and recommendations presented to the project steering committee and other stakeholders.
- 6. Final Report:** Incorporating all feedback.
- 7. Files:** Word and PDF versions of the report including annexes, PowerPoint slides of findings, and any data sets.

III. Administration and Logistical Arrangements

Consultant will report to the IPFAF project co-leads and will work closely with the IPFAF project team and be responsible for all logistic arrangements for him/herself and members of the mid-term evaluation team. The IPFAF project team will facilitate convening of meetings and site visits, if applicable. All relevant expenses are included in the mid-term evaluation fixed contract price. Consultant will be provided with project related documents, including reports, design documents, project data, etc. with any sensitive information related to project participants removed.

IV. Estimated Time Period for Delivery of Services

Estimated time period for mid-year evaluation services:

- Contract start: July 19, 2024
- Contract end: October 31, 2024

V. Location of Task/Applicable Trips

No travel is required by the scope of the mid-year evaluation services. IPFAF project team and collaborators can be engaged through methods including email, video calls, WhatsApp, conference calls, and other appropriate virtual methods. Any travel funded through this scope of work must comply with the Fly America Act.¹

VI. Required Skills and Experience for Services

The consultancy firm or individual consultant must:

Specific competencies

- Provide a lead consultant for the services with at least a master's degree or equivalent work experience in environmental sciences; Indigenous leadership or governance; community or nonprofit organizational capacity building; systems change; Indigenous-led fundraising; or investing in Indigenous communities, or other fields related to the assignment;
- Have at least 10 years' experience in environmental conservation, project management, Indigenous leadership or governance; community or nonprofit organizational capacity building; systems change; Indigenous-led fundraising; or investing in Indigenous communities, or other fields related to the assignment;
- Have experience evaluating community-focused or Indigenous-focused capacity building projects related to accessing funding or finance will be an added advantage;
- Use of best practices to protect potentially sensitive data or information to avoid unnecessary increases in vulnerability of Indigenous communities or individuals;

General competencies

- Have a strong understanding of various quantitative and qualitative evaluation methodologies, surveys, and statistical analysis;
- Have demonstrated ability to communicate findings in an accessible way for non-technical readers, including presentation of data in visually appealing ways, highly structured and rigorous summaries of findings and robust and accessible syntheses of key lessons; and
- Have strong English language skills (both spoken and written) with an inclusive approach for communicating and working with non-English speakers.

Although not required, experience with US government donor programs is preferred.

Attachment 3: 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 U.S. Dollar (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

Deliverable	Price (Lump Sum, All Inclusive)
1. Inception Report	
2. Progress Meetings	
3. Draft Report	
4. Presentation	
5. PowerPoint Slides	
6. Final Report	
7. Files	

Cost Breakdown by Cost Component (example only)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Taxes or Fees (if applicable)				
Total Cost of Financial Proposal				