

# REQUEST FOR PROPOSALS (RFP)

## Project Mid-Term Review

### Terms of Reference

**September 2023**

<b>Project Title</b>	Pro-Nature Enterprises for the People of Southern Africa Project
<b>RFP #</b>	FY24-006
<b>Duration</b>	November 2023 to January 2024 (3 months)
<b>RFP Release Date</b>	1 <sup>st</sup> September 2023
<b>RFP Application Deadline</b>	25 <sup>th</sup> September 2023; 12pm EST

## **1 INTRODUCTION**

### About the Project

The Pro-Nature Enterprises for the People of Southern Africa is a six-year project (2020 – 2026), funded by Agence Française de Développement (AFD) and Fonds Français pour l'Environnement Mondial (FFEM) implemented by Conservation International (CI) through local partners. The overall project objective is to conserve and restore at least one million hectares of important ecosystems in four critical Trans-Frontier Conservation Areas (TFCAs); Kruger – Limpopo TFCA, Kavango Zambezi TFCA, Lower Zambezi-Mana Pools TFCA and Drakensburg Mountains TFCA through incentive-based conservation models with livestock keeping and fishing communities. The project is implemented in six specific communities as follows:

<b>Name of Project Site</b>	<b>Location and Country</b>	<b>Implementing Partner</b>
Eretsha Community	Okavango Delta in Botswana	CLAWS
Habu Community	Okavango Delta in Botswana	Wild Entrust
Mnisi Tribal Lands	Kruger to Canyons Biosphere in South Africa	Conservation South Africa
Simalaha Community Conservancy	Zambia	Peace Parks Foundation
Chiawa and Rufunsa Game Management Areas and Kanyemba community	Zambia (and Zimbabwe) Lower Zambezi-Mana Pools	Conservation Lower Zambezi
Mvenyane Ward	Eastern Cape, South Africa	Indalo Inclusive

### The Challenge the project is addressing

Globally, more than 50% of land is community land, most often managed by local communities through traditional and customary systems. These areas account for 25% of global carbon stocks, exceptional cultural diversity, and biodiversity, which depend on the daily lives of 2.5 billion people, often in precarious situations. However, the

ecosystems on which these communities rely on – simply because there is no economic alternative– are used unsustainably and are quickly degrading.

In the drylands of Southern Africa, soil degradation is increasing because of poor management of grazed areas. This degradation reduces the ability of soils to regenerate rangelands for livestock and wildlife. Thus, livestock grazing activities compete with wildlife feeding. Human-wildlife conflicts emerge, exacerbating environmental degradation and the loss of ecosystem services supported by biodiversity. This problem is particularly pronounced in the trans-frontier conservation areas (TFCAs) of Southern Africa, which cut across national jurisdictions due to wildlife and livestock migration trends. Degraded rangelands lose capacity to regenerate pastures for both wildlife and livestock, further accelerating degradation and a rise to competition for resources between human and wildlife resulting in conflict. Unless addressed, severely degraded rangelands can easily become “wastelands” that yield little ecosystem services, often reducing livelihoods and sustenance opportunities for communities that depend on this ecosystem. Such a scenario would jeopardize the results of important conservation efforts targeted at these cross-border areas, and a significant part of the formal economy (eco-tourism) of these territories.

Similarly, the aquatic ecosystem of Lower Zambezi is vulnerable and could suffer from rapid degradation of its fisheries if the balance between the various actors and their effects on the environment is broken. The fisheries resources characteristic of this area is now used by various actors and communities on both sides of the border (Zambia and Zimbabwe), often causing conflict (latent conflict) that is economically suboptimal and ecologically destructive.

### [Project Interventions](#)

CI and partners support the local communities with adopting nature-friendly enterprises and transition towards sustainable livestock and fisheries management systems. Livestock keeping communities are supported to adopt rangelands restorative practices, such as planned grazing systems. Additionally, wildlife-human co-existence is of critical importance in these TFCAs. Communities are supported to adopt effective practices that greatly reduce predation incidences and human-wildlife conflicts. In return, communities' benefit from innovative livestock market access opportunities.

In Lower Zambezi, the project is coordinating co-operation between various stakeholders towards an effective fisheries co-management model. This will ensure all stakeholders benefit from the fisheries resources, while reinforcing sustainable practices. Across the sites, the project is identifying and supporting other nature friendly enterprises for incomes and employment creation.

### [Expected Outcomes](#)

#### **Content of the project and expected outcomes**

The project has five specific components, summarized in the table below.

Component Name	Brief Description	Expected Outcomes
<b>Component 1 – Rangeland restoration and Sustainable Management</b>	Activities under this component aim at implementing the Herding for Health (H4H) model in four different communities, to develop rangeland restorations actions.	Conserve and restore one million hectares of critical habitats in trans-frontier conservation areas through incentive based sustainable livestock systems (rangelands restoration); Directly benefit at least 18,000 people (more than half of them women) through nature-friendly livestock, fisheries, and tourism related enterprises;
<b>Component 2 – Sustainable Fisheries in Lower Zambezi</b>	Activities under this component aim at developing an incentive-based fisheries co-management model between the communities, tourism operators and the government, in order to restore and protect fisheries population in the Lower Zambezi.	Develop incentive-based, sustainable fisheries co-management systems between communities and tourism operators for 250 kilometres along the trans-frontier lower Zambezi River (sustainable fisheries); Directly benefit at least 12,000 people (more than half of them women) through nature-friendly livestock, fisheries, and tourism related enterprises;
<b>Component 3 – Spur Private Sector Investments in Community-Based Nature-Friendly Enterprise</b>	Under this component, CI is engaging with impact investors and private sector partners along the supply chain, to help community-based enterprises attract the capital they need at various stages along their growth trajectory.	Secure at least six investments in community-based enterprises by private sector partners and impact investment funds;
<b>Component 4 – Learning, documentation, dissemination, and policy influencing</b>	This component is focused on ensuring robust learning, project improvement through adaptive management, and dissemination of lessons learned with the aims of amplifying the project’s impact by fostering replication by additional implementers outside of the scope of this project.	Document and disseminate lessons learned to additional communities, implementing partners, and governments to accelerate wider adoption of incentive-based conservation agreements.
<b>Component 5 – Project</b>	Under this component, CI will lead the administrative and financial management of the project, the convening of a steering	The organizational structure, the resources available and the modalities of implementation ensure that the project is

Component Name	Brief Description	Expected Outcomes
management and technical assistance	committee made up of project partners (site-level partners) and an advisory committee made up of leaders from key institutional actors, as well as coordination of activities between different partners in the intervention sites.	carried out successfully and its results are sustainable over time.

### Key Activities

- In partnership with local communities, design and develop sustainable natural resource management regimes, allowing these communities to choose conservation over unsustainable development.
- Establish conservation agreements between communities, private sector partners, government, and technical organizations which bring the necessary financial, technical, and political support to implement these conservation and development pathways.
- Unlock the necessary private and impact investment capital to scale up community driven conservation, particularly through the development and de-risking of community enterprise and sustainable supply chains.
- Amplify results through dissemination of the model among partners and to additional communities, technical partners, and governments, brokering additional agreements and achieving additional scale.

Project implementation began at the height of the COVID-19 pandemic, requiring strong adaptive management to operate within the pandemic and prevail to the three-year project midway point. Once most of the COVID-19 protocols were lifted over the past year, project activities have accelerated.

## 2 PURPOSE OF THE MID-TERM REVIEW

An independent mid-term review will draw upon the findings from baseline studies, monitoring data, and additional qualitative and quantitative data. The review will address the progress of the project and provide recommendations on how the pro-nature enterprises project can improve its progress and impact.

The objective of this review will be to provide the project partners with an opportunity to reflect on project performance in terms of:

1. What is working well,
2. What is not working,
3. Factors affecting the project implementation either positively & negatively,
4. The changes needed to be made on strategies and approaches used in project implementation to accelerate delivery of results and impacts during the residual implementation time,
5. Any other general recommendations on future project design and implementation.

Some potential questions to answer through the mid-term review will include:

1. Are we on track to meet our targets? Are there any major 'red flags' at this stage that we need to tackle?  
Are we likely to meet the targets we set?
2. Does our 'intervention logic' still hold true? i.e., Does the log-frame reflect reality? Is our theory of change "*by doing these activities we will be able to achieve this*" still valid? Does it need any changes?
3. What parts of the project are working well? What strategies and approaches are working well?
4. What are the main challenges we are facing? How can we seek to overcome them?
5. Are there any aspects of the project that could be done more efficiently and effectively within the budget available (without compromising on the project's quality and intended outcomes)?
6. Have there been any changes in the context that we have been operating in since the beginning of the project? Have any of these changes affected (positively/negatively) the project? Are there any other contextual changes anticipated? (Think in terms of changes in government services, with other service providers or donors, and political, social, and economic changes).
7. Do any systems, procedures, roles, responsibilities need to be clarified, reviewed, or re-communicated?
8. What are the key recommendations from this review that, if implemented will improve future project implementation?

The review findings will make qualified statements on the question of what extent did the project achieve its intended objectives. Recommendations for future use of the findings/ learnings within the organization and beyond will further be determined in the review.

### 3 KEY QUESTIONS FOR THE MID-TERM REVIEW

The Review will consider the DAC criteria of relevance, coherence, effectiveness, efficiency, sustainability and to a limited extent impact as follows:

- a) Relevance: The extent to which the project is suited to the priorities of the landscapes and communities it is working with?
- b) Coherence: The compatibility of the project with other interventions in the landscape, country, and environmental conservation thematic space, as well how well is the project designed to contribute to the expected outputs.
- c) Efficiency: Should include a review of the efficiency and value for money of the delivery of the project activities (including all other project related resources)?
- d) Effectiveness: To what extent is the project achieving the intended outcomes, in the short, medium, and long term? Is the project governance in place to achieve the intended outcomes?
- e) Impact: Is the project to achieve its intended long-term environmental and social-economic changes in the

target landscapes and communities?

- f) Sustainability: Are the project interventions and outputs likely to last beyond the project period?

In addition to the above questions, the mid-term review 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.

## 4 METHODOLOGY

The applicants are expected to clearly specify the methodology they propose for the mid-term review in their response to these Terms of Reference. Applicants are expected to propose a review design that is rigorous and uses internationally recognized methods. The methodology proposed should show how the chosen data collection and analysis techniques will lead to a credible set of conclusions and recommendations for the project. It is expected that the review will use a mixed methods approach including:

- In depth case study analysis of interventions made.
- Qualitative analysis based on field visits, interviews, focus groups, and reviews of document and sources.
- Quantitative analysis using monitoring data and other available data.

## 5 EXPECTED DELIVERABLES

The consultant will be required to deliver the following:

- 1) **Inception Report:** The Inception Report should cover: the validated review questions and each question should be accompanied by explanatory comments, judgement criteria, quantitative and qualitative indicators, 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 project management team.
- 3) **Draft Report-** to be shared with the project implementation team 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 project management team.
- 5) A **PowerPoint presentation** of the summary of findings and recommendations presented to the project steering committee and other stakeholders.
- 6) A **final report** incorporating all feedback.
- 7) A hard drive with Word and PDF versions of the report including annexes, power point presentation of findings and any data sets.

## 6 ADMINISTRATION AND LOGISTICAL ARRANGEMENTS

The consultant will report to the Pro-Nature Enterprises project lead and will work closely with the project management team and be responsible for all logistic arrangements for him/herself and members of the review

team. The project team will facilitate convening of meetings and site visits where necessary. All relevant expenses should be covered by the review contract budget.

Conservation International will provide the consultant with all projects related documents including reports, design documents, monitoring data, among others.

## 7 QUALIFICATIONS AND REQUIRED COMPETENCIES

The consultancy firm / consultant must:

### ***Specific Competencies***

- The lead consultant should have at least a master's degree in environmental sciences, Rangelands Management, Monitoring and Evaluation, Development Economics/Planning, Agricultural economics, or any other related university degree in the field related to the assignment,
- At least 10 years' experience in environmental conservation, project management, Sustainable Agricultural and Livelihoods, or other related fields.
- Experience evaluating community-focused conservation projects in Southern Africa context will be an added advantage.

### ***General Competencies***

- Strong understanding of various quantitative and qualitative review methodologies, surveys, and econometric/statistical analysis
- Demonstrated ability to communicate complex studies and 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.
- Experience with Bi-lateral donor programs is preferred.
- Recommendation letters / references from previous clients should be provided covering the above.
- Strong English language skills (both spoken and written)

## 8 SUBMISSION DETAILS

- Deadline. Proposals must be received no later than [September 25<sup>th</sup>, 2023, 12pm EST](#). Late submissions will not be accepted. Proposals must be submitted via email [ciprocurement@conservation.org](mailto:ciprocurement@conservation.org).
- Validity of bid. 120 days from the submission deadline
- Clarifications. Questions may be submitted to [ciprocurement@conservation.org](mailto:ciprocurement@conservation.org)) by the specified date and time in the timeline below.

### **Proposal Timeline**

RFP Issued	<a href="#">September 1, 2023</a>
Clarifications submitted to CI	<a href="#">September 11, 2023</a>
Clarifications provided to known bidders	<a href="#">September 15, 2023</a>
Complete proposals due to CI	<a href="#">September 25, 2023</a>
Final Selection	<a href="#">October 9, 2023</a>

## 9 PRESENTATION OF PROPOSALS AND SELECTION CRITERIA.

The Consultant is therefore required to respond to the ToR with:

- Both technical and financial proposals not more than eight pages detailing how the consultant will carry out the activity.
- The consultant/consultancy firm will quote daily professional fees, considering the applicable tax implications. The consultant will be responsible for their own tax obligations. The schedule of the activities should also be outlined in the technical proposal.
- The consultant/consultancy firm should attach examples of relevant assignments in the specified field, especially related to any reviews completed / contracts with international non- governmental organizations.
- The analysis of the technical and financial proposal will incorporate a quality-cost analysis using the criteria below.

<b>Criteria</b>	<b>Weighting</b>
1. Understanding of the TOR, proposed methodology and planning of assignment	25%
2. Track record in conducting similar scale reviews of environmental conservation projects	25%
3. Experience and suitability of the team leader and team	25%
4. Cost of the exercise (breakdown-attachment 2) a. Fee rates proposed for team b. Travel and logistics c. Consumables	25%
<b>Total</b>	<b>100%</b>

## 10 TIME FRAME FOR THE ASSIGNMENT

This work is anticipated to be conducted between November 2023 and January 2024.



**Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility  
(To be signed and included with the proposal)**

RFP No. FY 24-006

UEI Number (if applicable): [N/A](#)

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. CI's Code of Ethics 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 violations of the Code of Ethics should be reported to CI via its Ethics Hotline at [www.ci.ethicspoint.com](http://www.ci.ethicspoint.com).

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". [\[Include additional sanctions lists of the country of a public donor, if required by the donor.\]](#)

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 **US dollars**.

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 Cost Component (example only)

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