



Request for Proposals (RfP)

Feasibility Study for A Pan-African Conservation Trust Fund (A-PACT)

Issue Date: 30th November 2021

Closing Date and Time: 15th December 2021 at 05:30 pm (Nairobi time)

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PART 1 – INSTRUCTIONS TO PROPOSERS AND PROPOSAL CONDITIONS

1.1 ABOUT THE A-PACT CONCEPT

The concept of A Pan-African Conservation Trust (A-PACT) has been co-created by the co-organisers of the [African Protected Areas Congress](#) (African Wildlife Foundation (AWF) and the International Union for Conservation of Nature (IUCN)ⁱ) and the Africa Protected Area Directors (APAD) in response to the challenges Protected Area directors face with securing sustained and sufficient financing for operations, particularly in the face of the abrupt downturn of revenues from tourism that accompanied the global lock-downs to address COVID-19 health risks. The ambition is to launch A-PACT at the inaugural Africa Protected Area Congress to be hosted by the Government of Rwanda in Kigali 7-12 March 2022.

The purpose of A-PACT is to create a sustainable financing mechanism for all 8,609 of Africa's protected and conserved areas including state, private and community areas in terrestrial and marine environments of North, South, East and West Africa. The mechanism proposed is a Conservation Trust Fund with sufficient endowment (US\$ 95-225 billion) to pay out \$2.63-6.7 billion annually assuming a 3% return on investment, which equates to between \$390 and \$990 per km² for each area.



The concept for A-PACT originated with the Africa Protected Area Directors convened at the onset of COVID 19, who expressed access to sufficient, sustained, reliable financing as a key hurdle to effectively managing the protected area estate on the continent. The evidence bears them out. The vast majority of P&CAs on the continent operate on a fraction of the budget they need. Some are so badly off that COVID-19 and the economic crisis didn't even impact them – the situation couldn't be worse.

A key premise of A-PACT is that an African-led mechanism for sustainable financing will incentivize African decision makers to support conservation as a valued land use and enable the state agencies, communities and individuals managing protected and conserved areas to deliver on commitments made in Kunming. The outcomes will be reduced threats of downsizing, downgrading and de-gazettement of protected areas across the continent, and an increase in management effectiveness of Africa's protected area estate and related increases in habitats and species populations. The Theory of Change for A-PACT asserts that:

- **IF** leaders from across Africa are convened through a process that examines the role of protected areas in resilient and sustainable development;
- **AND** they see an opportunity in the recovery from COVID 19 and related economic crisis to shape development to be inclusive and green;
- **AND** Africa's development partners, businesses and investors locally and across the globe are at the table with them to mobilize the resources needed to build back better;
- **THEN** funding from multiple sources can endow a pan-African trust fund that will;
- **THEN** create a sustainable flow of funding for all of Africa's P&CAs;
- **AND** those areas will ensure the long-term viability of wildlife and wild lands as valued assets underpinning human well-being.

A-PACT is a signature product of the Africa Protected Areas Congress.

1.2 SUMMARY OF THE REQUIREMENT

AWF as the APAD Secretariat invites qualified bidders to submit a proposal for the provision of consultancy services for the Feasibility Study for A Pan-African Conservation Trust Fund (A-PACT).

1.3 THE PROCUREMENT PROCESS

The following key dates apply to this RfP

RfP Issue Date	30 th November 2021
RfP Closing Date and Time	15 th December 2021 at 5:00pm Nairobi Time
Estimated Contract Award Date	31 st December 2021



1.4 GENERAL DISCLOSURE AND DISCLAIMER

AWF is not bound in any way to enter into any contractual or other arrangement with any Bidder as a result of issuing this RfP. AWF is under no obligation to accept the lowest priced Proposal or any Proposal. AWF reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RfP, Bidders accept the conditions set out in this RfP.

Any response, including written documents and verbal communication, by any Bidder to this RFP, shall become the property of APAD and may be subject to public disclosure. AWF shall not be held liable for any costs incurred by Bidders in preparing and submitting proposals in response to this RFP or for any costs and expenses incurred in meeting with, or making oral presentations to the procurement committee if so requested.

1.5 QUESTIONS TO THE RfP AND AMENDMENTS TO RfP DOCUMENTS

AWF may amend the RfP documents by issuing notices to that effect to all Bidders and may extend the RfP closing date and time if deemed appropriate. Bidders are to direct any queries and questions regarding the RfP to the above AWF Contact. No other AWF or IUCN personnel are to be contacted in relation to this RfP. Proposers may submit their queries no later than **7th December 2021**. As far as possible, AWF will issue the responses to any questions, suitably anonymised, to all Bidders. If you consider the content of your question confidential, you must state this at the time the question is posed.

1.6 PROPOSAL LODGMENT METHODS AND REQUIREMENTS

Technical and financial proposals must be submitted via email in pdf format showing each the nature of the offer concerned (technical or financial offer), and the firm's name and both put in sub folder marked as follow: "Provision of consultancy services for the Feasibility Study for A Pan-African Conservation Trust Fund (A-PACT)." not later than **15th December 2021, 05:00 PM (Nairobi time)** to eoeri@awf.org and copy aathanas@awf.org and ianangwe@awf.org.

IMPORTANT: Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and no later than **5:00pm on 16th December 2021**, please send the relevant password to the same email address as used for submitting your Proposal. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission. Proposals must be prepared in English.

1.7 LATE AND INCOMPLETE PROPOSALS

Any Proposal received later than the stipulated RfP closing date and time, and any Proposal that is incomplete, will not be considered. There will be no allowance made by AWF for any delays in submission of the Proposals. Where bidders are experiencing challenges with online submissions, the APAC focal point listed on page one should be notified immediately.



In such instances physical submissions will be allowed and an official confirmation of the receipt of the bid shall be issued by the AWF focal point.

1.8 WITHDRAWALS AND CHANGES TO THE PROPOSAL

Proposals may be withdrawn or changed at any time prior to the RfP closing date and time by written notice to the AWF contact. No changes or withdrawals will be accepted after the RfP closing date and time.

1.9 VALIDITY OF PROPOSALS

Proposals submitted in response to this RfP are to remain valid for a period of 45 calendar days from the RfP closing date.

1.10 EVALUATION OF PROPOSALS

The evaluation of Proposals shall be carried out exclusively with regards to the evaluation criteria and their relative weights specified in part 3 of this RfP.



PART 2: THE REQUIREMENTS

Terms of Reference: Feasibility Study for A Pan-African Conservation Trust Fund (A-PACT)

In response to financing challenges faced by Protected and Conserved Areas (P&CAs) throughout the African continent, the African Wildlife Foundation (AWF), International Union for Conservation of Nature (IUCN) and Africa Protected Area Directors (APAD) are proposing as a possible solution, A Pan-African Conservation Trust Fund (A-PACT). The overall concept for A-PACT is described in the accompanying Concept Note. Stakeholder consultations conducted in the course of exploring this idea and reflecting on design considerations have revealed interest in the concept as well as a set of concerns and questions that are to be addressed by way of a Feasibility Study.

Purpose and objectives of the Feasibility Study: The overall objective of the study is to explore the feasibility of A-PACT, and to recommend a follow-up strategy for implementation, including recommendations regarding design options. The Study will serve as an input for a multi-stakeholder co-creation process, and focus on the following topics and questions:

1. Relationship between A-PACT and Existing CTFs across Africa

Although the creation of A-PACT would not remove a need or motivation to strengthen existing CTFs in Africa, the Feasibility Study will examine what advantages A-PACT could offer above and beyond strengthening and expanding the existing network of CTFs. Areas for examination include:

- Inventory of CTFs in Africa
- Extent of and flexibility in current CTF geographic coverage in response to needs across Africa's protected and conserved area network
- Options and potential support for areas beyond the reach of existing CTFs
- The scope for aggregating / bundling investments suitable for larger scale financing instruments
- Options and scope for facilitating trans-boundary, regional and other multi-national joint financing initiatives (potentially in concert with existing CTFs)

2. Ensuring additionality vs. competition with existing CTFs and other existing mechanisms

The establishment of A-PACT would include an ambitious-scale capitalization effort, and a strategy to leverage scale to attract additional financial resources. The Feasibility Study will examine how the A-PACT resource mobilization effort might affect funding prospects for existing CTFs and other mechanisms. Areas for examination include:

- Potential fundraising/capitalisation policies and principles to ensure additionality



- Ways in which A-PACT could contribute to financing efforts of existing CTFs and other existing mechanisms
- Scoping and assessment of options to diversify beyond traditional sources of funding for CTFs
- Programmatic priorities and assistance strategies of principal donors and their implications for dynamics between A-PACT and existing CTFs

3. Lessons from CTFs and other relevant financing mechanisms

The design of A-PACT should reflect stakeholder input as well as lessons learned from experience with comparable financing mechanisms across the continent. The Feasibility Study will analyze such lessons, with particular attention to drawing insights and testing propositions relating to:

- Governance options: effective oversight and nimble management that protects transparency, accountability and ensures fiscal probity of asset management and financial management;
- Legal establishment options: alternatives for legal creation of institutions (e.g., foundation, charitable trust, non-governmental organization, non-profit corporation); how these alternatives inform consideration of domiciling options with minimum administrative and tax considerations; and how these alternatives relate to requirements with respect to governance.
- Operational costs: minimum budgetary requirements to manage and operate a financing mechanism
- Resource mobilization: leveraging a diverse range of sources for initial capitalization, and installing capacity for ongoing fundraising and application of innovative finance solutions
- Disbursement modalities: efficient processes for channeling resources to where they are most needed
- Political/policy support: structuring relationships with governments that are conducive to joint efforts and continued policy and regulatory action to facilitate sustainable finance solutions for P&CAs
- Private sector role: positioning A-PACT as a catalyst for large scale private sector investments and public-private partnerships

4. Financing needs relating to Other Effective Area-based Conservation Measures (OECMs)

A-PACT should consider financing needs not only of state run protected areas, but also those relating to Other Effective Area-based Conservation Measures (OECMs).¹ Noting that the ways in which OECMs are reflected in national policies, legal systems, and strategies vary widely across the continent, this portion of the feasibility assessment will examine:

- The extent to which OECMs are nested within national protected area systems
- Options for directing funds to OECMs in contexts where they are not recognised within national protected area systems

¹ <https://www.iucn.org/commissions/world-commission-protected-areas/our-work/oecms>



- How A-PACT can provide incentives that catalyze further incorporation of OECMs into national systems

5. Risks and risk management options

Conservation Trust Funds around the world have experienced a range of risks and developed risk management approaches that will be relevant to A-PACT design. This section will identify and map out risks and risk mitigation/management strategies associated with:

- Securing and managing the endowment: securing sufficient capital; ensuring the endowment is managed for the purposes of the fund
- Independence, accountability and integrity at fund level: ensuring governance of the fund is independent, accountable and acting within the remit of the purpose of the fund.
- Formulating and applying Environmental, Social and Governance (ESG) safeguards: designing appropriate ESG policies and mechanisms to ensure that these policies are applied to manage institutional and programmatic risk
- Effective disbursement: ensuring that funds reach on-the-ground needs, including OECMs, including verification and redress mechanisms
- Integrity and impact at site level: ensuring the funds are used for the intended purposes, measuring and tracking impact, building incentives for management effectiveness and impact, and disincentives for mis-use of funds at site or systems level.

Deliverables

The Feasibility Study, including but not limited to analysis of the topics listed above, will produce:

1. A report that presents the analysis and concludes with a set of A-PACT design recommendations that seek to:
 - a. Address stakeholder concerns and priorities
 - b. Apply best practices and lessons learned from past experience
2. A set of presentation slides to guide discussion of recommendations with key stakeholders including donors that identifies the benefits of the A-PACT and quantifies the overall value of this pooled approach.

Both of these products will be delivered in draft form for review, and then finalized to incorporate feedback. A list of all key contacts should accompany the final report.

Timing and Level of Effort

The Feasibility Study is anticipated to involve desk review of key documentation, targeted interviews with a small set of key stakeholders/informants, and discussion with the A-PACT design team. The estimated Level of Effort for these steps and to produce the deliverables is 30 days.



Deadline for draft deliverables: 30 working days after commencement of assignment (i.e. 14 February 2022)

Deadline for final deliverables: 40 working days after commencement of assignment (i.e. 28 February 2022)

Desired Consultant Qualifications

1. Individual or Consultant Team with at least 10 years working for, or with, Conservation Trust Funds (CTFs);
2. Proven basic knowledge of legal and tax issues surrounding CTFs;
3. Experience in financial tools/mechanism for sustainable development;
4. Experience in Economics/financing of biodiversity is desirable;
5. Knowledge of CTF networks and understanding of other financing mechanisms such as debt for nature swaps, green bonds, carbon financing etc.;
6. Knowledge and understanding of the field of investment management, investment reporting requirements, and the investment management approaches used by CTFs;
7. Fluency in English with excellent written communication and presentation skills, and strong experience writing reports (additional fluency in French will be an added advantage);
8. Prior experience with carrying out business development, business plan feasibility and financial modelling would be an advantage;
9. Work experience in Africa region will be an added advantage;
10. Intercultural communication and networking skills;
11. Capable of working in a high- pressure environment with sharp and frequent deadlines, managing many tasks simultaneously;
12. Excellent analytical and organizational skills and;
13. Ability to exercise the highest levels of responsibility and handle confidential and politically sensitive issues in a responsible and mature manner.

Collaboration among independent consultants is acceptable, with one individual as the lead consultant and contracting entity, ensuring timeliness and quality of deliverables. Where necessary, pre-approved travel costs will be reimbursed following the rules & regulations of AWF Travel Policy.

Supplier Compliance, Code of Conduct, Conflict of Interest

All bidders taking part in the tender have equal opportunities and the contracting authority ensures that the contract will be awarded to the bidder that offer provides the best price-quality ratio. The following basic general principles shall govern the administration of this procurement.

1. Value for Money
2. Transparency and fair competition
3. Fairness & Equal Treatment



4. Integrity and Ethical Behaviour

AWF is not bound in any way to enter into any contractual or other arrangement with any Proposer as a result of issuing this RfP. AWF is under no obligation to accept the lowest priced Proposal or any Proposal and reserves the right to terminate the procurement process at any time prior to contract award. By participating in this RfP, Proposers accept the conditions set out in this RfP.

Required Documentation from Consultant

1. **Technical proposal** (including proposed approach and methodology, detailed CVs of experts, copies of university degrees, certifications, licenses as well as references of similar projects successfully completed in the past). All deviations including proposed timeline from the Terms of Reference should be clearly indicated in the proposal.
2. **Financial proposal** providing a detailed breakdown of the offered price and including all costs in USD. A detailed breakdown of the costs to perform the different activities and main category (e.g. personnel, travel and local costs, materials, printing and other related costs broken down by item). Please note that your financial proposal should be inclusive of all costs foreseen to perform the work.



PART 3: EVALUATION METHOD AND CRITERIA

Cumulative analysis will be applied (Weighted scoring method). The award of the contract will be made to the consultant whose offer has been evaluated and determined as:

- Responsive to the call of RfP;
- Compliant to RfP terms and conditions and;
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

For purposes of this RfP, the Technical Criteria weight is 70% and the Financial Criteria weight is 30%. Only candidates obtaining a minimum of 49 point out of 70 (70% threshold) of the Technical Evaluation will be considered for the Financial Evaluation.

Only those applications which are responsive and compliant with the RfP will be evaluated. Incomplete applications will not be considered. The financial proposal shall specify an all-inclusive lump sum fee as well as a breakdown of the daily fee (including all foreseeable expenses to carry out the assignment).

Criteria	Weight	Maximum Score
Technical	70%	
Criteria A: qualification requirements as per TOR:		
1. Experience working for, or with, Conservation Trust Funds (CTFs);		10
2. Basic knowledge of legal and tax issues surrounding CTFS;		5
3. Experience in financial tools/mechanism for sustainable development;		5
4. Experience in natural resource economics/financing of biodiversity;		5
5. Knowledge of CTF networks and understanding of other financing mechanisms such as debt for nature swaps, green bonds, carbon financing etc.;		7
6. Knowledge and understanding of the field of investment management, investment reporting requirements, and the investment management approaches used by CTFS;		7
7. Prior experience with carrying out business development, business plan feasibility and financial modelling would be an advantage;		7
8. Work experience in Africa region		3
9. Intercultural communication and networking skills;		2
10. Capable of working in a high- pressure environment with sharp and frequent deadlines, managing many tasks simultaneously;		2



11. Excellent analytical and organizational skills and;		2
12. Ability to exercise the highest levels of responsibility and handle confidential and politically sensitive issues in a responsible and mature manner.		3
Criteria B: Brief Description of Approach to Assignment		
1. Understand the task and applies a methodology appropriate for the task as well as strategy in a coherent manner		6
2. Important aspects of the task addressed clearly and in sufficient detail		3
3. Work-Plan: Logical, realistic planning for efficient project implementation		3
Financial Proposal	30%	
Financial score (max 30 points) shall be computed as a ratio of the proposal being evaluated and the lowest priced proposal of those technically qualified Financial Proposal should include: <ul style="list-style-type: none"> • Costs breakdown; • Breakdown of reimbursable expenses; • Bidders should quote in USD as currency and include all applicable taxes; • Bidding consulting firms should indicate their preferred payment terms 		30

ABOUT IUCN

The International Union for Conservation of Nature (IUCN) is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Headquartered in Switzerland, IUCN Secretariat comprises around 950 staff in more than 50 countries. Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 10,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.



IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org

<https://twitter.com/IUCN/>

ABOUT AWF

The African Wildlife Foundation (AWF) is the oldest international conservation organization focused solely on Africa. Since our founding in 1961, AWF has recognized that Africa's wildlife resources and ecosystems are critical to the future prosperity of Africa and its people. Some key facts about AWF:

- With a geographic focus on the continent of Africa, AWF works with Africans at the local, regional and national levels to conserve the continent's tremendous natural resources.
- AWF believes that development is good for Africa, as long as it is sustainable and balanced with biodiversity conservation.
- AWF focuses on key African species, including elephants, rhinos, lions and other large carnivores, mountain gorillas and Africa's other great apes.
- AWF is headquartered in Nairobi, Kenya, with offices throughout Africa and in Europe and North America.

AWF believes that for long-lasting impact, conservation in Africa must be done at a large-landscape level, together with local, national and regional partners; that conservation must also consider the needs of not simply the wildlife living in the area but also the people. To that end:

- AWF targets large areas of land that extend beyond single parks, even national boundaries.
- AWF implements a variety of conservation initiatives, all of which are centered around three specific areas: land, wildlife and people (including education and enterprise).
- AWF incorporates climate change adaptation and mitigation efforts into many of our projects.
- Because conservation does not always take effect without political will, AWF also works with governmental partners and regional bodies to effect policy change.

africanwildlife@awf.org

www.awf.org