

Call for Proposals: Regional Implementation Team for the Mediterranean Basin Biodiversity Hotspot

Opening date: 21 September 2010

Closing date and time: 1 November 2010

Location: CEPF, 2011 Crystal Drive, Suite 500, Crystal City VA 22202, USA

1. INVITATION

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of l'Agence Française de Développement, Conservation International (CI), the Global Environment Facility, the Government of Japan, the John D. and Catherine T. MacArthur Foundation, and the World Bank designed to help safeguard the world's biodiversity hotspots. As one of the founding partners, CI administers the global program through a CEPF Secretariat.

Nongovernment organizations are invited to apply for a five-year grant to become the Regional Implementation Team (RIT) that will lead implementation of a \$10 million CEPF investment strategy for the Mediterranean Basin Biodiversity Hotspot. The call for proposals will not indicate the amount of funds available for the RIT, but will instead state the overall budget allocation for the hotspot and recommend that the proposed RIT budget should be a reasonable percentage of the overall allocation.

The Mediterranean Basin stretches across 2 million square kilometers and 34 countries, east from Portugal to Jordan, and south from northern Italy to Cape Verde. It is one of 34 biodiversity hotspots identified around the globe, Earth's most biologically rich yet threatened areas. The Mediterranean Basin Hotspot is one of the most extraordinary places on Earth, and is remarkable for both its high level of biological diversity and its spectacular scenery. Its location at the intersection of two major landmasses, Eurasia and Africa, and the huge topographical variety and altitudinal differences ranging from sea level to 4,165 meters in the west (Morocco) and 3,756 meters in the east (Turkey), are major contributing factors to its biodiversity. Its climate is unique, characterized by cool, wet winters and hot, dry summers. Nevertheless, rainfall ranges between 100 millimeters and 3,000 millimeters, making the region suitable for a wide range of vegetation types, and it is ranked as the third richest hotspot in the world in terms of its plant diversity. Approximately 13,000 of its 30,000 plant species are endemic, or unique, to the hotspot, and many more are being discovered every year.

CEPF investments in the Mediterranean Basin will focus on six biodiversity conservation corridors with 50 of the highest-priority key biodiversity areas. A further 20 key biodiversity areas that represent highly irreplaceable and vulnerable sites in five other corridors will be the focus of site-level investments. A number of these sites contain some of the last remaining pristine coastline in the Mediterranean Basin. In total, 15 countries will be eligible to receive CEPF funds.

The full CEPF ecosystem profile can be found on the CEPF Web site at www.cepf.net/XXXXX, including the five-year investment strategy and maps identifying priority sites for investment.

Organizations or consortia of organizations wishing to apply to become the Regional Implementation Team **must first submit an e-mail to cepfgrants@conservation.org** indicating interest in serving as the Regional Implementation Team in the Mediterranean Basin Hotspot. Interested parties will then receive instructions for accessing the online portion of the application.

2. CONFERENCE AND CLARIFICATIONS

A conference call will be held on 27 September 2010 at 09:00 am Eastern Standard Time, at which time CEPF representatives will briefly describe the expectations for the Regional Implementation Team and respond to participants' questions. A written account of the questions and answers and a full audio recording of the call will be posted on www.cepf.net by 1 October 2010.

CEPF will accept written questions at any time during the application process via e-mail to cepfgrants@conservation.org. CEPF will post all questions received and responses for public viewing on www.cepf.net on a weekly basis. CEPF will also accept telephone calls during the application process. Applicants must request a time for the call via e-mail to cepfgrants@conservation.org. All questions and answers will be posted on www.cepf.net on a weekly basis.

We may also use www.cepf.net to release other explanatory documents that may assist applicants in completing their proposals.

3. BACKGROUND

The Ecosystem Profile for the Mediterranean Basin Hotspot was developed through a process of stakeholder consultation and expert research studies coordinated by BirdLife International. More than 80 stakeholders from civil society, government and donor institutions were consulted during the preparation.

The ecosystem profile presents an overview of the hotspot in terms of its biological importance, climate change impacts, major threats to and root causes of biodiversity loss, socioeconomic context, and current conservation investments. It provides a suite of measurable conservation outcomes, identifies funding gaps, and opportunities for investment, and thus identifies the niche where CEPF investment can provide the greatest incremental value. It also contains a five-year investment strategy for CEPF in the region. This investment strategy comprises a series of strategic funding opportunities, termed strategic directions, broken down into a number of investment priorities outlining the types of activities that will be eligible for CEPF funding. The ecosystem profile does not include specific project concepts, as civil society groups will develop these as part of their applications for CEPF grant funding.

CEPF's niche will be to work with all actors engaged in conservation and development activities in Mediterranean Basin countries to foster partnerships in priority corridors and sites. Such partnerships will seek to reduce impacts of development on natural resources and systems that large communities are dependent on. In addition, opportunities to increase the benefits and reduce upland shifts in land use by the communities within these landscapes will be explored. These approaches will be based on applying the experiences of unsustainable development in other parts of the Mediterranean Basin, as well as introducing new approaches. The ecological footprint in the northern part of the Mediterranean is significantly larger than in the South and therefore investment in the South presents an important opportunity to ensure areas with high biodiversity and high levels of threat, yet not as large of an ecological footprint, can be effectively protected.

Currently, few funding organizations support civil society to play a vital role in the conservation of priority key biodiversity areas and the water basins where these areas are located. Most key biodiversity areas are inhabited by large numbers of people who rely on water and other natural resources. Civil society in the hotspot is positioned to take the lead in sustainable conservation within these sites, and it can effectively stimulate partnership between governments and the corporate sector toward conservation of biodiversity.

The ecosystem profile identifies four strategic directions for expenditure of \$10 million:

1. Promote civil society involvement in Integrated Coastal Zone Management to minimize the negative effects of coastal development in three priority corridors (Southwest Balkans; Cyrenaican Peninsula; and Mountains, Plateaus and Wetlands of Algerian Tell and Tunisia), and in 20 coastal and marine priority key biodiversity areas in other corridors.
2. Establish the sustainable management of water catchments and the wise use of water resources with a focus on the priority corridors of the (1) Atlas Mountains, (2) Taurus Mountains, (3) Orontes Valley and Lebanon Mountains and (4) Southwest Balkans.
3. Improve the conservation and protection status of 44 priority key biodiversity areas.
4. Provide strategic leadership and effective coordination of CEPF investment through a regional implementation team.

Each of these strategic directions has related indicators for measuring performance of the overall portfolio. Together, these combine toward overall targets of:

- NGOs and civil society actors from CEPF eligible countries, with an emphasis on the priority 6 corridors and 70 key biodiversity areas, effectively participate in conservation programs guided by the ecosystem profile.
- Development plans, projects and policies which influence the priority 6 corridors and 70 key biodiversity areas mainstream biodiversity and ecosystem services, with a focus on tourism, water and agriculture.
- 70 priority key biodiversity areas have strengthened protection and management.
- Strategic areas of production landscapes of six priority corridors under improved management for biodiversity conservation and ecosystem services.
- The Mediterranean Basin Hotspot ecosystem profile influences and complements other donors' investment strategies.

The Regional Implementation Team is responsible for Strategic Direction 4, but implicitly becomes a critical partner of the CEPF Secretariat based at Conservation International headquarters as well as to the other CEPF donors.

The purpose of this Call for Proposals is for interested organizations to demonstrate their approach to Strategic Direction 4 within the context of the challenges presented in the ecosystem profile and the other three strategic directions.

The Terms of Reference for the Regional Implementation Team are located in section 9.

4. ELIGIBILITY AND EXCLUSIONS

Nongovernmental organizations and other civil society applicants with substantial experience in biodiversity conservation may apply for funding. Government-owned enterprises or institutions are eligible only if they can establish that the enterprise or institution (i) has a legal personality independent

of any government agency or actor; (ii) has the authority to apply for and receive private funds; and (iii) may not assert a claim of sovereign immunity.

Provided an organization meets the above description, groups that participated in the ecosystem profiling process, as a stakeholder, participant, author, or consultant are **not precluded** from applying. Any potential advantage gained as a result of involvement in creating the CEPF ecosystem profile for the region will not be considered during selection of the winning bid.

The Regional Implementation Team can consist of a single entity or a consortium of eligible entities. If a consortium is submitting a proposal, then one organization must be clearly identified as the lead. The lead organization will have final responsibility for submitting the consolidated proposal, and if successful, will be responsible for leading implementation, reporting to CEPF, receiving and disbursing funds, and coordinating the other members of the consortium.

Organizations that are members of the Regional Implementation Team will not be eligible to apply for other CEPF grants within the same hotspot, except with specific approval by the CEPF Working Group. Applications from formal affiliates of organizations serving as the Regional Implementation Team may also be considered, provided these affiliate organizations have an independent operating board of directors. Such applications will be subject to additional external review.

5. PERIOD OF PERFORMANCE

The period of performance is five years from the date of award.

6. PLACE OF PERFORMANCE

The place of performance is within the hotspot countries of Albania, Algeria, Bosnia and Herzegovina, Cape Verde, Croatia, Egypt, Jordan, Lebanon, Libya, Montenegro, Morocco, Syria, The Former Yugoslav Republic of Macedonia, Tunisia and Turkey.

7. SEPARATE AWARD OF REGIONAL IMPLEMENTATION TEAM GRANT AND SMALL GRANTS FUND

This call for proposals will result in two separate contractual agreements for the winning organization or consortium. The first will be a grant to serve as the Regional Implementation Team with the terms of reference provided in Section 9.

The winning applicant will also receive a separate funding allocation strictly for the award of grants of \$20,000 and less. The total amount to be awarded as these small grants will be determined as part of strategy implementation, but could be in the range of \$1,000,000.

8. SOLICITATION, REVIEW AND AWARD

This call for proposals is being distributed widely by the CEPF Secretariat, including direct distribution to all stakeholders who participated in the ecosystem profiling process for the region, release via the CEPF global Web site and the CEPF e-newsletter, and via CEPF donor partners and well-known organizations both internationally and within the region.

The CEPF Secretariat is responsible for the analysis and ranking of applications. The Secretariat will present this analysis and all responsive applications to the CEPF Working Group, which consists of

representatives from each donor. The Working Group will make the final recommendation to the program's Donor Council, which will formally approve the selection of the Regional Implementation Team.

The review and selection process for the Regional Implementation Team is expected to be completed within 3-4 months from the application period close date.

9. INSTRUCTIONS FOR THE PREPARATION OF PROPOSALS

The application process for the Regional Implementation Team involves completion of several separate elements, described below. Please consult the CEPF Operational Manual, as the Regional Implementation Team will be responsible for helping CEPF fulfill the policies and procedures contained therein. The CEPF Operational Manual is located on the CEPF Web site at <http://www.cepf.net/resources/publications/Pages/default.aspx>.

Grant Writer Proposal

CEPF uses proprietary software called Grant Writer to manage grant applications and implementation. All organizations indicating an interest in applying to CEPF to become the Regional Implementation Team will receive detailed instructions on how to connect to this system.

The Grant Writer template is designed to ideally facilitate applications by organizations seeking to implement work that falls within the Strategic Directions of the Ecosystem Profile. For this reason, certain fields within the template may not appear directly relevant to the tasks of the Regional Implementation Team. There may also be redundancy between certain fields in Grant Writer and the Microsoft Word/PDF files requested below.

The Grant Writer template allows grant applicants to develop their full proposal, project components, budget, logical framework and performance tracker for the period of the project. It also contains sections on organizational information and project information.

Applicants are expected to use the five components listed below as the major elements of their **logical framework**. Applicants will distinguish themselves with their specific approach to these major elements.

- Coordinate and communicate CEPF investment, build partnerships and promote information exchange in the hotspot.
- Build the capacity of grantees.
- Establish and coordinate a process for proposal solicitation and review.
- Manage a program of small grants; that is, grants of less than \$20,000.
- Reporting and Monitoring.

The **performance tracker** should correspond to the logical framework and be completed for five years.

The **budget worksheet** in Grant Writer should be fully complete. The "comments" field for each line item in the budget should show explicit calculation, breakdowns, and assumptions in all costs of more than \$250. If indirect costs are included in the budget, these must conform to the applicant's organizational policy on indirect costs, and be fully auditable. Costs for the mid-term

and final assessment workshop (see TOR) should be excluded from the budget as these will be covered separately.

The proposed budget should be only for the Regional Implementation Team award and not the separate Small Grants Fund. The Small Grants Fund will consist of **only** the money for the small grants themselves, and perhaps associated amounts related to bank fees or exchange costs. Otherwise, the Regional Implementation Team grant budget should incorporate all costs associated with implementing the terms of reference, including the labor associated with managing the Small Grants Fund.

Note that if a consortium of organizations is applying, only the Lead Grantee will submit a Grant Writer application.

Additional Attached Proposal Files in Microsoft Word, Excel or PDF

Parallel to the Grant Writer proposal, applicants should provide separate file(s) demonstrating the following.

- **Institutional experience** related to the tasks described in the Terms of Reference and Ecosystem Profile, including demonstrated experience in the following areas:
 - i. playing a leadership role in biodiversity conservation;
 - ii. working with diverse civil society organizations, including providing technical assistance for project proposal development and implementation;
 - iii. conducting performance, programmatic, and financial management monitoring;
 - iv. working with donors, governments, communities, the private sector, and other stakeholders on conservation and development issues, including building alliances and networks of stakeholder groups to achieve conservation goals; and
 - v. managing multi-faceted programs and grants of similar size, scope and complexity as the Regional Implementation Team and Small Grants Fund.
- **Project rationale and approach** demonstrating a clear understanding of the Ecosystem Profile, including the conservation issues in the Hotspot, the strategic directions and investment priorities, and overall mission and strategic approach CEPF; the role of civil society to achieve the investment strategy set out in the Profile; and the constraints and opportunities working in a diverse and broad political, socioeconomic, and geographic environment. Applicants should demonstrate a clear approach to working with civil society and an understanding of the different contexts/challenges facing civil society organizations in the hotspot.

Applicants should provide further explicit text on their approach to (i) working with grantees and other important stakeholder groups to build a grant portfolio that encourages collaboration and synergy to implement the CEPF investment strategy, and (ii) ensuring sustainability and replicability of their efforts.

- **Management systems and/or approach**, including the items described in the Terms of Reference for administrative capacity, systems for monitoring grants and for managing a small grants fund (including solicitation, award, monitoring and evaluation, and modification and/or resolution of non-performing grants). Furthermore, given the challenge of working in multiple countries and locales, applicants should be specific about their proposed placement of personnel; their ability to work in multiple languages; and their understanding of constraints for implementing the CEPF strategy and managing a small grants program in multiple countries. Applicants should further describe their plan for engaging personnel and mobilizing the program.

Applicants should provide an organizational chart describing the lines of authority between individuals or organizational relationships between consortium members to achieve desired results. This figure should show where individuals are placed (e.g., city) and relationships between the Regional Implementation Team, the CEPF Secretariat and various other stakeholders.

This section should also provide, as appropriate, work flow diagrams (e.g., for soliciting and awarding grants), work plans (e.g., Gantt charts), or any other visual element better explaining *how* technical activities will take place.

If a consortium of organizations is applying, this section should explain the contractual arrangements that will be made between the lead applicant and subordinate partners.

- ***Curricula vitae*** of all principal technical personnel making up the regional implementation team should be provided.
- ***Budget in Microsoft Excel.*** Parallel to the Grant Writer budget worksheet, applicants should provide a budget in Excel. The worksheet should show the mathematical calculations for all cost elements.
- **A list of all documents submitted**, so that CEPF can be sure that all documents have been received. This list should be included in a cover note.

Financial Questionnaire

All applicants, including members of a consortium, will need to complete a financial questionnaire as part of their full application. The questionnaire itself requests further documentation about your organization, including financial statements, auditor statements and registration/incorporation certification.

Anti Terrorism Screening

The highest rated applicant will subsequently be required, per U.S. law, to complete forms demonstrating compliance with anti-terrorism statutes.

11. SELECTION CRITERIA AND TERMS OF REFERENCE

Regional Implementation Team Selection Process and Terms of Reference

Nongovernmental organizations selected to function as Regional Implementation Teams for the Critical Ecosystem Partnership Fund (CEPF) beginning in 2007 will provide strategic leadership for the program in each of the biodiversity hotspots approved for investment.

Each Regional Implementation Team (RIT) will consist of one or more civil society organizations active in conservation in the region. For example, a team could be a partnership of civil society groups or could be a lead organization with a formal plan to engage others in overseeing implementation, such as through an inclusive advisory committee.

The objective of the Regional Implementation Team will be to convert the plans in the ecosystem profile into cohesive portfolios of grants that exceed in impact the sum of their parts.

The team will provide local knowledge and insights and will represent CEPF in each hotspot. They will have primary responsibility for building a broad constituency of civil society groups working across institutional and political boundaries toward achieving the shared conservation goals described in the ecosystem profiles. The RIT will also reach out to government agencies and other donors to ensure that projects and activities funded by CEPF complement and leverage those funded by governments and other donors.

The team will operate in a transparent and open manner, consistent with the CEPF mission and all provisions of the CEPF Operational Manual (http://www.cepf.net/resources/publications/donor_council_documents/Pages/cepf_operational_manual.aspx).

Organizations that are members of the Regional Implementation Team will not be eligible to apply for other CEPF grants within the same hotspot, except with specific approval by the CEPF Working Group. Applications from formal affiliates of organizations serving as the Regional Implementation Team may also be considered, provided these affiliate organizations have an independent operating board of directors. Such applications will be subject to additional external review.

SELECTION PROCESS

The teams will be chosen on a transparent and competitive basis.

A request for proposals will be distributed widely by the CEPF Secretariat. This will include direct distribution to all stakeholders who participated in the ecosystem profiling process for the region, publicizing the request for proposals on the CEPF global Web site and in the CEPF e-newsletter, and encouraging CEPF donor partners and well-known organizations both internationally and within the region to distribute the announcement through their regional networks.

The call for proposals will detail the opportunity presented to lead implementation in the relevant hotspot, and will include the Terms of Reference, criteria for evaluation, and a closing date for the receipt of proposals by the CEPF Secretariat. The call for proposals will not indicate the amount of funds available for the RIT, but will instead state the overall budget allocation for the hotspot and recommend that the

proposed RIT budget should be a reasonable percentage of the overall allocation. The call will also include a link to the approved ecosystem profile on the CEPF Web site, www.cepf.net.

Applicants will be required to submit a proposal in the approved CEPF application template, including detailed project objectives (goal, purpose, outputs), the organization’s comparative advantage in carrying out the role as a Regional Implementation Team, and clear performance indicators. In addition, the proposal must include a detailed budget, logical framework and five-year work plan and identify a single regional coordinator who will be principally responsible for carrying out these plans.

The Secretariat will analyze and rank the applications using the criteria described below. To maintain an open and objective selection process, any potential advantage gained as a result of involvement in creating the CEPF ecosystem profile for the region will not be considered as part of the assessment. The Secretariat will present the applications and its analysis to the CEPF Working Group, which will develop a recommendation for the CEPF Donor Council. The final selection will be approved by the Donor Council.

CEPF will use the scorecard below for evaluating proposals. The scorecard shows the questions that will be asked and the relative weighting of each category.

Question/Category	
1	Past Organizational Experience: Technical (weighting: 13.64%)
1.1	Does the applicant present experience with biodiversity conservation in the hotspot?
1.2	Is the organization’s mission statement congruent with the objectives and priorities identified for the region in the ecosystem profile?
1.3	Does the applicant present experience working with and improving the capacity of civil society?
1.4	Does the applicant present experience working with potential partner NGOs, academic institutions, local and national government agencies, and donors?
1.5	Does the applicant demonstrate experience communicating missions, objectives, and lessons similar to those anticipated in the ecosystem profile?
1.6	Does the organization have an existing sustainable conservation program in the region, demonstrated by its duration and record of support by other donors?
2	Past Organizational Experience: Management (weighting: 13.64%)
2.1	Does the organization demonstrate experience managing programs of similar size, scale, and complexity as that of the Regional Implementation Team?
2.2	Does the organization have a monitoring and evaluation system or methodology that it has used to manage its own or other programs?
2.3	Does the applicant have a proven financial and administrative system?
2.4	Has the organization managed the both the technical and financial elements of a small grants program in the past, and was this program of a size (e.g., total amount of money, total number of grants) and complexity (e.g., technical components and recipients) that will be comparable to what it will undertake with CEPF?
3	Personnel (weighting: 13.64%)
3.1	Does the applicant propose a clear and viable personnel plan, including names, resumes, position titles, job descriptions, level of effort, work location, and reporting lines of authority?
3.2	Does the applicant submit the name and resume of a single, dedicated team leader, and does this person have the appropriate technical skills/experience and appropriate managerial skills/experience?

Question/Category	
3.3	Does the offer propose, by name and resume, personnel other than the team leader, and do these people have appropriate technical skills/experience and appropriate managerial skills/experience?
3.4	Do the proposed team members have, individually or collectively, the language skills necessary to operate effectively in the hotspot?
3.5	Does the applicant propose a plan for recruitment and/or mobilization of “to be determined” personnel, including job descriptions, job qualifications, and curricula vitae of personnel from the applicant’s organization who will perform relevant duties while recruitment is pending?
4	Understanding of the Ecosystem Profile (weighting: 9.09%)
4.1	Does the applicant demonstrate its understanding of the strategic directions in the ecosystem profile and the associated investment priorities and outcomes, targets, and indicators (other than the RIT strategic direction)?
4.2	Does the applicant discuss the differing challenges of conservation and engagement with civil society in the countries in the hotspot, demonstrating an anticipation of the types of grants to be funded, the viability of targets, and the capacity of potential grantees?
4.3	Does the applicant describe how its own organizational strategy will be advanced by serving as the lead entity for CEPF in the region and how this will help to ensure sustainability of results beyond the CEPF implementation period?
5	Proposed Technical Approach (weighting: 18.18%)
5.1	Did the applicant address all five of the major components of the RIT as described in the Request for Proposals?
5.2	Does the applicant demonstrate its plans to work with partners speaking relevant languages or with civil society organizations that have very different levels of capacity from one country or region to the next?
5.3	Does the applicant explicitly address approaches that may make its efforts sustainable or likely to be replicated in the region?
5.4	Does the applicant propose a method to effectively communicate and coordinate the funding opportunity, results and lessons learned?
5.5	Does the applicant propose a system for soliciting proposals for projects conforming to the strategy described in the ecosystem profile and establish an effective, transparent review process to evaluate these applications?
5.6	Does the applicant propose a system to monitor and evaluate individual projects and assist in monitoring portfolio performance overall?
5.7	Does the applicant propose a system to directly award and manage all small grants for civil society of up to \$20,000?
6	Proposed Management Approach (weighting: 18.18%)
6.1	Does the applicant demonstrate its understanding of the legal requirements to make grants in the 15 countries, employ people or engage organizations in the 15 countries, and foreign exchange restrictions?
6.2	Does the applicant have defined administrative/financial roles demonstrating a segregation of duties and a chart indicating the leadership and employee structure of the organization?
6.3	Does the applicant propose a method to track, record, and account for funds received and disbursed, and does it propose a method for regular completion of reconciliations of money received and disbursed in comparison with bank statements?
6.4	Does the applicant propose a system for internal controls and objective criteria that guide the review of payment requests and other invoices, systematic record keeping, and fraud and embezzlement safeguards?

Question/Category	
7	Budget (weighting: 13.64%)
7.1	Is the budget complete and within the allocated amount named in the Request for Proposals?
7.2	Is the amount for salaries/benefits presented clearly, tied to individuals for distinct amounts of money for distinct amounts of time, justified mathematically, appropriate relative to the experience and qualifications of the people proposed, and in accord with market rates in the region, and does the total amount for salaries/benefits correspond with the activities proposed?
7.3	Is the amount for professional services presented clearly, tied to individuals for distinct amounts of money for distinct amounts of time, justified mathematically, appropriate relative to the experience and qualifications of the people proposed, and in accord with market rates in the region, and does the total amount for professional services correspond with the activities proposed?
7.4	Is the amount for rent and storage presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.5	Is the amount for telecommunications presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.6	Is the amount for postage and delivery presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.7	Is the amount for supplies presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.8	Is the amount for furniture and equipment presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.9	Is the amount for maintenance presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.10	Is the amount for travel presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.11	Is the amount for meetings and special events presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.12	Is the amount for miscellaneous presented clearly and justified mathematically, does it correspond with the activities proposed, and distinct from any items covered by Indirect Costs?
7.13	If the applicant claims indirect costs, does it clearly show the <i>base of application</i> and is this distinct from any previously enumerated direct costs; does the applicant provide an explanation of how the indirect cost rate has been determined (e.g., historical averages, audited financial statements, precedent contracts); and does the applicant provide supporting documentation and responses with its financial questionnaire?

TERMS OF REFERENCE

1. Coordinate and communicate CEPF investment, build partnerships and promote information exchange in the hotspot.

- 1.1. Serve as the lead point of contact for CEPF in relation to international donors, host country governments and agencies, and other potential partners within the hotspot.
- 1.2. Facilitate information exchange among stakeholders.
 - 1.2.1. Provide lessons learned and other information to the Secretariat to be communicated via the CEPF website.
 - 1.2.2. Disseminate results via multiple and appropriate media.
- 1.3. Facilitate partnerships between stakeholders in order to achieve the objectives of the ecosystem profile.
 - 1.3.1. Build partnerships between and among grantees and other stakeholders.
 - 1.3.2. Promote collaboration and coordination among local or international donors.
 - 1.3.3. In coordination with CEPF's Secretariat, ensure communication and collaboration with the six CEPF donors, as appropriate in the hotspot.
- 1.4. Promote opportunities to leverage CEPF funds with donors and governments investing in the region.
- 1.5. Visit stakeholders, and attend meetings and events to ensure collaboration, coordination and outreach.

2. Build the capacity of grantees.

- 2.1. Assist civil society groups in designing projects that contribute to the achievement of objectives specified in the ecosystem profile and a coherent portfolio of mutually supportive grants.
- 2.2. Build institutional capacity of grantees to ensure efficient and effective project implementation.
- 2.3. Provide guidance to grantees for the effective design and implementation of safeguard policies (http://www.cepf.net/grants/Pages/safeguard_policies.aspx.)

3. Establish and coordinate a process for proposal solicitation and review.

- 3.1. Establish and coordinate a process for solicitation of applications.
 - 3.1.1. Announce the availability of CEPF grants.
 - 3.1.2. Publicize the contents of the ecosystem profile and information about the application process.
 - 3.1.3. With the CEPF Secretariat, establish schedules for the consideration of proposals at pre-determined intervals, including decision dates.
- 3.2. Establish and coordinate a process for evaluation of applications.
 - 3.2.1. Evaluate all Letters of Inquiry.
 - 3.2.2. Evaluate all proposals.
 - 3.2.2.1. Facilitate technical advisory committee review, where appropriate.
 - 3.2.2.2. Obtain external reviews of all applications over \$250,000.
 - 3.2.3. Decide jointly with the CEPF Secretariat on the award of all grant applications of \$20,000 and above.

4. Manage a program of small grants; that is, grants of less than \$20,000.

- 4.1. Announce the availability of CEPF small grants.
- 4.2. Conduct due diligence to ensure sub-grantee applicant eligibility and capacity to comply with CEPF funding terms.
- 4.3. Manage the contracting of these awards.
- 4.4. Ensure sub-grantee compliance with CEPF funding terms.
- 4.5. Monitor, track, and document grantee technical and financial performance.
- 4.6. Assist the Secretariat in maintaining the accuracy of the CEPF grants management database.

5. Reporting and Monitoring.

- 5.1. Collect and report on data for portfolio-level indicators.
 - 5.1.1. Ensure quality of performance data submitted by grantees.
- 5.2. Support the CEPF Secretariat to monitor programmatic performance of grantees.
 - 5.2.1. Verify completion of products, deliverables, and short-term impacts by grantees.
 - 5.2.2. Review grantee financial reports in relation to programmatic performance.
 - 5.2.3. Support grantees to comply with requirements for completion of GEF tracking tools, including the Management Effectiveness Tracking Tool.
- 5.3. Support a mid-term and final assessment of the CEPF portfolio.
- 5.4. Visit grantees to monitor their progress and ensure outreach, verify compliance and support capacity building.

INSTRUCTIONS FOR THE PREPARATION OF PROPOSALS

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- Build the capacity of grantees.
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The **performance tracker** should correspond to the logical framework and be completed for five years.

The **budget worksheet** in Grant Writer should be fully complete. The “comments” field for each line item in the budget should show explicit calculation, breakdowns, and assumptions in all costs of more than \$250. If indirect costs are included in the budget, these must conform to the applicant’s organizational policy on indirect costs, and be fully auditable. Costs for the mid-term and final assessment workshop (see TOR) should be excluded from the budget as these will be covered separately.

The proposed budget should be only for the Regional Implementation Team award and not the separate Small Grants Fund. The Small Grants Fund will consist of **only** the money for the small grants themselves, and perhaps associated amounts related to bank fees or exchange costs. Otherwise, the Regional Implementation Team grant budget should incorporate all costs associated with implementing the terms of reference, including the labor associated with managing the Small Grants Fund.

Note that if a consortium of organizations is applying, only the Lead Grantee will submit a Grant Writer application.

Additional Attached Proposal Files in Microsoft Word, Excel or PDF

Parallel to the Grant Writer proposal, applicants should provide separate file(s) demonstrating the following.

- **Institutional experience** related to the tasks described in the Terms of Reference and Ecosystem Profile, including demonstrated experience in the following areas:
 - i. playing a leadership role in biodiversity conservation;
 - ii. working with diverse civil society organizations, including providing technical assistance for project proposal development and implementation;
 - iii. conducting performance, programmatic, and financial management monitoring;

- iv. working with donors, governments, communities, the private sector, and other stakeholders on conservation and development issues, including building alliances and networks of stakeholder groups to achieve conservation goals; and
 - v. managing multi-faceted programs and grants of similar size, scope and complexity as the Regional Implementation Team and Small Grants Fund.
- **Project rationale and approach** demonstrating a clear understanding of the Ecosystem Profile, including the conservation issues in the Hotspot, the strategic directions and investment priorities, and overall mission and strategic approach CEPF; the role of civil society to achieve the investment strategy set out in the Profile; and the constraints and opportunities working in a diverse and broad political, socioeconomic, and geographic environment. Applicants should demonstrate a clear approach to working with civil society and an understanding of the different contexts/challenges facing civil society organizations in the hotspot.

Applicants should provide further explicit text on their approach to (i) working with grantees and other important stakeholder groups to build a grant portfolio that encourages collaboration and synergy to implement the CEPF investment strategy, and (ii) ensuring sustainability and replicability of their efforts.

- **Management systems and/or approach**, including the items described in the Terms of Reference for administrative capacity, systems for monitoring grants and for managing a small grants fund (including solicitation, award, monitoring and evaluation, and modification and/or resolution of non-performing grants). Furthermore, given the challenge of working in multiple countries and locales, applicants should be specific about their proposed placement of personnel; their ability to work in multiple languages; and their understanding of constraints for implementing the CEPF strategy and managing a small grants program in multiple countries. Applicants should further describe their plan for engaging personnel and mobilizing the program.

Applicants should provide an organizational chart describing the lines of authority between individuals or organizational relationships between consortium members to achieve desired results. This figure should show where individuals are placed (e.g., city) and relationships between the Regional Implementation Team, the CEPF Secretariat and various other stakeholders.

This section should also provide, as appropriate, work flow diagrams (e.g., for soliciting and awarding grants), work plans (e.g., Gantt charts), or any other visual element better explaining *how* technical activities will take place.

If a consortium of organizations is applying, this section should explain the contractual arrangements that will be made between the lead applicant and subordinate partners.

- **Curricula vitae** of all principal technical personnel making up the regional implementation team should be provided.
- **Budget in Microsoft Excel.** Parallel to the Grant Writer budget worksheet, applicants should provide a budget in Excel. The worksheet should show the mathematical calculations for all cost elements.
- **A list of all documents submitted**, so that CEPF can be sure that all documents have been received. This list should be included in a cover note.

Financial Questionnaire

All applicants, including members of a consortium, will need to complete a financial questionnaire as part of their full application. The questionnaire itself requests further documentation about your organization, including financial statements, auditor statements and registration/incorporation certification.

Anti Terrorism Screening

The highest rated applicant will subsequently be required, per U.S. law, to complete forms demonstrating compliance with anti-terrorism statutes.