

**Eastern Afromontane Biodiversity Hotspot
Request for Proposals No. EAM-1
Regional Implementation Team - Administration**

Opening date: Tuesday, 10 January 2012

Closing date for expressions of interest: Tuesday, 31 January 2012

Closing date for full proposals: Friday, 16 March 2012

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.

Interested parties are invited to apply for a five-year grant to implement the Administrative Components of a Regional Implementation Team (RIT-Administration) that will oversee a \$9.8 million CEPF investment strategy for the Eastern Afromontane Biodiversity Hotspot. The maximum funding available for this grant, or collection of grants, will be \$980,000.

Simultaneous to the release of this Request for Proposals, CEPF is releasing a parallel solicitation, Request for Proposals No. 2, to implement the Programmatic Components of the RIT (RIT-Programs) for the identical period and place of performance. Interested parties are free to submit proposals for one or both solicitations, but in order to be considered for both grants, interested parties must submit two separate proposals, one in response to each solicitation.

The Eastern Afromontane Hotspot spans an area of one million square kilometers of mountains and high plateaus, including Saudi Arabia, the Ethiopian Highlands, the Albertine Rift region, and the mountain islands of Mozambique and Zimbabwe. The region is remarkable for its biological diversity, of course, but is also noted for its political diversity and overlap with some of world's most economically disadvantaged regions. The CEPF investment strategy will focus on the highest priorities for conservation in 37 terrestrial and five freshwater key biodiversity areas, most of them being part of six priority biodiversity corridors. CEPF investment strategy will attempt to bridge the gap between development and conservation needs, improve protection and management of high biodiversity sites, and develop long-term sustainable funding for conservation through targeted support to the civil society component of the Eastern Afromontane conservation community.

Because of the geographic scope of the hotspot, based on the responses to this solicitation, CEPF may make more than one award to undertake the tasks of RIT-Administration. That is, CEPF may choose to make different RIT-Administration awards that each address some, but not all, of the hotspot, at some dollar amount less than that named above.

A final draft of the full CEPF ecosystem profile can be found on the CEPF Web site at http://www.cepf.net/resources/publications/Pages/ecosystem_profiles.aspx. The document describes the five-year investment strategy and includes maps identifying priority sites for investment. In order to ensure expediency of process, this call for proposals is being issued with the ecosystem profile in final draft, as the terms of reference for the RIT-Administration and RIT-Programs are unlikely to change.

Organizations or consortia of organizations wishing to apply for the RIT-Administration grant must first submit an e-mail to cepfgrants@conservation.org indicating interest. Interested parties should state whether they are applying for the RIT-Administration grant, RIT-Programs grant, or both. The closing date for receipt of expressions of interest is **Tuesday, 31 January 2012**.

Expressions of interest may be simple electronic mail messages. There is no obligation to submit a proposal after submitting an expression of interest. CEPF encourages all eligible and interested parties to submit an expression of interest to ensure that they are included on subsequent communications and to allow for the promotion of consortia, as described below. Organizations that do not submit expressions of interest by the closing date will not be eligible to lead a consortium or submit a proposal alone, but may participate in a consortium in a subordinate role.

2. Synergy of Proposals and Promotion of Consortia

The tasks of the RIT-Administration and RIT-Programs are distinct, but closely aligned and complementary. While it might make sense for a single organization or consortium to implement both grants, it is possible that there are organizations whose capacities or interest extend to only one RfP. Further, the Eastern Afrotropical Hotspot includes key biodiversity areas and corridors in twelve different countries and perhaps four or five political, linguistic, or geographic clusters. While there may be a single organization wishing to propose to complete all the tasks for both grants in all geographic areas, there are likely several groups whose expertise and capacity are more limited.

While stated above that there may ultimately be more than one award for the RIT-Administration (e.g., to an organization/consortium working in the northern part of the hotspot and separate award for a consortium in the southern part of the hotspot), it is highly unlikely that CEPF will make an award to a single organization to work in a single country on only RIT-Administration or only RIT-Programs.

In order to take advantage of the obvious synergy between RIT-Administration and RIT-Programs and in order to address the multi-country elements of conservation in the hotspot, CEPF encourages the formation of bidding consortia that can address as many of the administrative and programmatic tasks, and as many of the countries as possible.

CEPF is prepared to facilitate the formation of consortia among individual organizations by collecting and sharing information among interested parties. Organizations interested in having discussions with others about joining a consortium should submit the following information with their expressions of interest on 31 January 2012, sending the information to cepfgrants@conservation.org:

- Detailed contact information.
- Provision of information similar to that captured in the table below. (Complete the table with bullets or “x” marks indicating areas of work interest and expertise.)
- Statement authorizing CEPF to share this information with other parties that have expressed interest.

	RIT-Administration	RIT-Programs
Yemen		
Eritrea		
Ethiopia		
South Sudan		
Uganda		
Kenya		
Rwanda		
Burundi		
DRC		
Tanzania		
Zambia		
Malawi		
Zimbabwe		
Mozambique		

3. Conference Call and Clarifications

CEPF will hold a conference call on/about **Thursday, 2 February 2012** at which time CEPF representatives will briefly describe the expectations for the RIT-Administration and RIT-Programs teams and respond to oral or previously submitted written questions. All parties expressing interest by the due date of 31 January 2012 will receive detailed instructions on how to access this call. Please also see the CEPF website for instructions on accessing the call. An electronic recording of the call may be subsequently made available via the CEPF website.

CEPF will accept written questions via e-mail to cepfgrants@conservation.org up to **Monday, 6 February 2012**. CEPF will post all questions received and responses for public viewing on www.cepf.net by Friday, 10 February 2012.

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

4. Background

The Ecosystem Profile for the Eastern Afromontane Hotspot was developed through a process of stakeholder consultation and expert research studies coordinated by BirdLife International. More than 150 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 in the Eastern Afrotropical Hotspot will be to support civil society to apply innovative approaches to conservation in under-capacitated and underfunded protected areas, KBAs, and priority corridors. Efforts must be made to demonstrate the link between biodiversity and people by improving livelihoods, and by mainstreaming biodiversity and sustainability into existing policies, plans and development programs.

The Ecosystem Profile identifies five strategic directions for expenditure of \$9.8 million:

1. Mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of biodiversity conservation, improved local livelihoods and economic development in priority corridors.
2. Improve the protection and management of the KBA network throughout the hotspot.
3. Initiate and support sustainable financing and related actions for the conservation of priority KBAs and corridors.
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:

- At least 60 civil society actors participate in conservation programs guided by the ecosystem profile.
- The conservation community in the Hotspot is better organized, show improved capacities, and has improved collaboration with development stakeholders.
- At least 25 priority key biodiversity areas with strengthened protection and management, representing at least 1.2 million hectares, and including at least 500,000 hectares of new protected areas.
- At least 1.7 million hectares of production landscapes under improved management for biodiversity conservation and ecosystem services.
- New sustainable financing schemes exist for at least one priority site in each of the priority corridors.

The RIT-Administration and RIT-Programs are responsible for Strategic Direction 4, but implicitly become critical partners of the CEPF Secretariat based at Conservation International headquarters as well as to the other CEPF donors.

The purpose of this Request 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 RIT-Administration are located in Section 10.

5. Eligibility and Exclusions

Nongovernment organizations and other civil society applicants with substantial experience in biodiversity conservation, sustainable development, or capacity building 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.

Private and for profit firms, including consultant groups, as members of civil society, are eligible to apply.

Provided an organization meets the above requirements, groups that participated in the ecosystem profiling process, as a stakeholder, participant, author, or consultant are eligible to apply. 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 (or Regional Implementation Teams, in the case of multiple awards) 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 selected RIT-Administration will not be eligible to apply for other CEPF grants within the same hotspot other than RIT-Programs. Applications from formal affiliates of those organizations that have an independent operating board of directors will be accepted and subject to additional external review.

6. Period of Performance

The period of performance is five years from the date of award, currently expected to be 1 July 2012 through 30 June 2017.

7. Place of Performance

The place of performance is within the hotspot countries – or based on the applicant, a subset of the countries – named in the Eastern Afromontane Ecosystem Profile. These are Burundi, the Democratic Republic of the Congo, Eritrea, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, South Sudan, Tanzania, Uganda, Yemen, Zambia, and Zimbabwe. The RIT-Administration is not required to be located in the named countries.

8. Separate Award of RIT-Administration Grant and Small Grants Fund

As described in the Terms of Reference (see Section 10), the RIT-Administration will be responsible for managing and disbursing a small grants fund. This fund will be for grants of less than \$20,000. The total amount of money for small grants will be determined by the winning applicant and the CEPF Secretariat, but for the entire hotspot, is estimated to be \$1,000,000.

For administrative and contractual reasons, the organization/consortium which receives the RIT-Administration grant will receive a separate grant that consists only of money for the small grants fund.

9. 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.

10. Terms of Reference

The Terms of Reference for the RIT-Administration and RIT-Programs are presented here. Combined, these two sets of Terms of Reference represent the full scope of work for an integrated Regional Implementation Team.

RIT-Administration	RIT-Programs
1. Establish and coordinate a process for proposal solicitation and review	1. Coordinate and communicate CEPF investment, build partnerships, and promote information exchange in the hotspot
1.1. Establish and coordinate a process for solicitation of applications	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. Announce the availability of CEPF grants	1.2. Facilitate information exchange among stakeholders
1.3. Publicize the contents of the ecosystem profile and information about the application process	1.3. Communicate regularly with CEPF and partners about the portfolio through face-to-face meetings, phone calls, the internet (website and electronic newsletter) and reports to forums and structures
1.4. With the CEPF Secretariat, establish schedules for the consideration of proposals at pre-determined intervals, including decision dates	1.4. Provide regular communications and reports to the CEPF Grant Director on the progress of the project
1.5. Establish and coordinate a process for evaluation of applications	1.5. Provide lessons learned and other information to the Secretariat to be communicated via the CEPF website
1.6. Evaluate all Letters of Inquiry	1.6. Disseminate results via multiple and appropriate media
1.7. Evaluate all proposals	1.7. Facilitate partnerships between stakeholders in order to achieve the objectives of the ecosystem profile
1.8. Facilitate technical advisory committee review, where appropriate (including convening a panel of experts)	1.8. Build partnerships between and among grantees and other stakeholders
1.9. Obtain external reviews of all applications over \$250,000	1.9. Promote collaboration and coordination among local or international donors

RIT-Administration	RIT-Programs
1.10. Ensure that all application information is linked into the CEPF automated grants management system	1.10. In coordination with CEPF's Secretariat, ensure communication and collaboration with the six CEPF donors, as appropriate in the hotspot
1.11. Decide jointly with the CEPF Secretariat on the award of all grant applications of \$20,000 and above	1.11. Promote opportunities to leverage CEPF funds with donors and governments investing in the region
1.12. Communicate with applicants throughout the application process to ensure applicants are informed and fully understand the process	1.12. Visit stakeholders, and attend meetings and events to ensure collaboration, coordination and outreach
2. Manage a program of small grants; that is, grants of less than \$20,000	2. Build the capacity of grantees
2.1. Announce the availability of CEPF small grants	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. Conduct due diligence to ensure sub-grantee applicant eligibility and capacity to comply with CEPF funding terms	2.2. Build institutional capacity of grantees to ensure efficient and effective project implementation
2.3. Manage the contracting of these awards	2.3. Provide guidance to grantees for the effective design and implementation of safeguard policies
2.4. Manage disbursement of funds to grantees	
2.5. Ensure sub-grantee compliance with CEPF funding terms	
2.6. Monitor, track, and document grantee technical and financial performance	
2.7. Assist the Secretariat in maintaining the accuracy of the CEPF grants management database	
2.8. Open an investment account in which the funding allocated by CEPF for Small Grants will be deposited, and report on the status of the account throughout the project	
2.9. Convene a panel of experts to evaluate proposals	
2.10. Conduct regular project site visits (at least once every six months) to monitor and document grantee technical and financial performance	
2.11. Contact grantees regularly via email and telephone	
2.12. Ensure that grantees complete regular (based on length of the project) technical and financial progress reports	
2.13. Prepare bi-annual summary report to the CEPF Secretariat with detailed information of the Small Grants Program, including names and contact information for all grantees, grant title or summary of grant, time period of grants, award amounts, disbursed amounts, and disbursement schedules	

3. Reporting and monitoring	
3.1. Collect and report on data for portfolio-level indicators	
3.2. Ensure quality of performance data submitted by grantees	
3.3. Support the CEPF Secretariat to monitor programmatic performance of grantees	
3.4. Verify completion of products, deliverables, and short-term impacts by grantees	
3.5. Review grantee financial reports in relation to programmatic performance	
3.6. Support grantees to comply with requirements for completion of GEF tracking tools, including the Management Effectiveness Tracking Tool	
3.7. Support a mid-term and final assessment of the CEPF portfolio	
3.8. Visit grantees to monitor their progress and ensure outreach, verify compliance and support capacity building	
3.9. Provide guidance to grantees for the effective design and implementation of safeguard policies to ensure that these activities comply with the guidelines detailed in the CEPF Operations Manual and with the World Bank's safeguard policies	
3.10. Provide additional support and guidance during the implementation and evaluation cycles at regular field visits to projects	

11. Instructions for the Preparation of Proposals

Proposals must be submitted in English.

The application process for the RIT-Administration involves completion of several separate elements, described below. Please consult the CEPF Operational Manual, as the RIT 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>.

If a consortium of organizations is submitting a proposal, at least initially, only the lead organization need submit the items specified in 11.1. However, the lead organization must incorporate relevant material from its subordinate members. In other words, the proposal should reflect the inputs and capabilities of the entire consortium. Subsequent to evaluation and prior to grant award, CEPF may require some of the documents detailed below from each consortium member.

Applicants are advised to read this section carefully in conjunction with Section 12 (Evaluation Criteria) in order to understand the relative weighting CEPF will use in evaluating proposals.

11.1 Proposal Files in Microsoft Word, Excel, or PDF

Applicants should provide Microsoft Word, Excel, or PDF files that address all the items below.

- 11.1.1. Organizational 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 and civil society capacity building in the hotspot.
 - 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.
 - v. Managing multi-faceted programs and grants of similar size, scope, and complexity as the RIT-Administration and Small Grants Fund.
 - vi. This section should also include such basic information as:
 - History and Mission Statement
 - Year Organization Established
 - Total Permanent Staff
- 11.1.2. Project rationale and project 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 of CEPF; the role of civil society to achieve the investment strategy set out in the Profile; and the constraints and opportunities of 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.
- 11.1.3. Provide a logical framework. The logical framework for the RIT-Administration is pre-determined and corresponds exactly to the Terms of Reference listed above; that is: Component 1 and its twelve sub-components; Component 2 and its thirteen sub-components; and Component 3 and its ten sub-components. These are fixed elements of the grant from which the RIT-Administration should not deviate. That said, applicant's activities are expected to vary based on their approach to the work.
- 11.1.4. Supplemental text to the project approach that explains how applicants will (i) work 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) ensure the sustainability and ability to replicate their efforts.
- 11.1.5. If the organization/consortium is only applying for the RIT-Administration [and not the RIT-Programs], then it must discuss how it will coordinate with the RIT-Programs.

- 11.1.6. If the organization/consortium is only applying to work in part of the Hotspot, then it should discuss measures to ensure Hotspot-wide synergy or coordination, if relevant.
- 11.1.7. Management systems and/or approach to the requirements of the Terms of Reference. This includes systems or demonstration of administrative capacity and 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 (e.g. English, French, Amharic); 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.
- 11.1.8. 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, country) and relationships between the RIT-Administration, RIT-Programs, the CEPF Secretariat, and other relevant stakeholders.
- 11.1.9. 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, when they will take place, and who will be responsible for leading them.
- 11.1.10. If a consortium of organizations is applying, applicants should explain the contractual arrangements that will be made between the lead applicant and subordinate partners.
- 11.1.11. Curricula vitae of all principal technical personnel making up the RIT-Administration.
- 11.1.12. Budget in Microsoft Excel. If a consortium of organizations is applying, each organization should have a parallel budget on a separate Worksheet, all of which feed into the lead applicant's Worksheet.

Each Worksheet should have subtotals for salaries/benefits, professional services, rent and storage, telecommunications, postage and delivery, supplies, furniture and equipment, maintenance, travel, meetings and special events, miscellaneous, and indirect costs.

Worksheets should show all calculations, including unit costs, total units, and totals per year over five years.

Technical proposals should clearly state the offeror's assumptions regarding translation, in part based on your own capabilities. Budgets for translation should correspond to those assumptions.

CEPF allows for a maximum indirect cost of 13 percent. Indirect costs must be justified with supporting documentation such as audited financial statements, organizational policies, or precedent contracts.

Budgets should **not** include costs for the mid-term and final assessment (RIT-Administration Terms of Reference 3.7). The CEPF Secretariat will cover these costs through a separate grant agreement which may or may not be awarded to either the RIT-Administration or RIT-Programs.

As stated previously, the maximum budget for the RIT-Administration is \$980,000 over five years. This amount pertains to all organizations working over the entire hotspot. If an organization/consortium proposes to work in only part of the hotspot, CEPF expects the total budget to be proportionately less than the maximum amount. The applicant should include a separate justification explaining its rationale for this proposed amount.

The proposed budget should be only for the RIT-Administration 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 RIT-Administration grant budget should incorporate all costs associated with implementing the terms of reference, including the labor associated with managing the Small Grants Fund.

Applicants **should also include a cover note** to their proposals listing all documents submitted. The cover note should clearly list the name of the organizational chief executive, and, if different, the name(s) of all parties with the ability to legally bind the organization and the name(s) of all parties whom CEPF should contact for clarifications and negotiations. The cover note should also provide complete mailing address, street address (if different), electronic mail address(es), and telephone and fax numbers.

11.2 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.

11.3 Anti Terrorism Screening

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

12. Evaluation Criteria

CEPF will use the attached scorecard for evaluating proposals. The scorecard shows the questions that reviewers will use and the relative weighting of each category. Applicants should ensure that each of these points is adequately addressed in either their Proposal Files (discussed in Section 11.1) or Financial Questionnaire (discussed in Section 11.2.)

Eastern Afromontane RIT-Administration Proposal Scorecard

1	Organizational Experience: Technical	Points: 5
1.1	Is the organization's mission statement congruent with the objectives and priorities identified for the region in the ecosystem profile?	
1.2	Does the applicant present experience working with potential partner NGOs, academic institutions, local and national government agencies, and donors?	
1.3	Does the organization have an existing conservation or development program in the region, demonstrated by its duration and record of support by other donors?	
2	Organizational Experience: Management	Points: 15
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 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 is comparable to what it will undertake with CEPF?	
3	Personnel	Points: 30
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 a single, dedicated team leader, and does this person have the appropriate technical skills/experience and appropriate managerial skills/experience?	
3.3	Does the applicant 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	Points: 5
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	Points: 5
5.1	Does the applicant address the three major components of the RIT-Administration as described in the Terms of Reference?	
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 propose a method to effectively communicate and coordinate the funding opportunity, results and lessons learned?	
5.4	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?	
5.5	Does the applicant propose a system to monitor and evaluate individual projects and assist in monitoring portfolio performance overall?	
5.6	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	Points: 25
6.1	Does the applicant demonstrate its understanding of the legal requirements to make grants in the hotspot countries, employ people or engage organizations in these 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?	
7	Budget	Points: 10
7.1	Is the budget complete and within the allocated amount named in the Request for Proposals?	
7.2	Are all costs mathematically justified through the clear presentation of unit costs, total units, and total costs?	
7.3	Are all unit costs, total units, and total costs appropriate in relation to the proposed technical and managerial activities?	
7.4	Are proposed unit rates in accord with market rates in the region?	
7.5	If the applicant claims indirect costs, does it clearly show the base of application 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 with its financial questionnaire?	
7.6	If the applicant proposes to work in only a subset of the eligible countries, is the total budget proportionately less than the maximum allowable amount and is this amount adequately justified?	
8	Synergy with RIT-Programs	Points: 5
8.1	Has the applicant submitted an adequate proposal to fulfill the functions of the RIT-Programs?	
8.2	If the applicant has not submitted a separate proposal to fulfill the functions of the RIT-Programs, has it described how it will ensure synergy with the organizations/consortium undertaking that set of tasks?	

END OF CALL FOR PROPOSALS