

Table 2. Major Strengths and Weaknesses of the Three Competitive Proposals

Burung Indonesia	KEHATI	Samdhana/Rare
Organizational Experience - Technical		
<p>Strength: conservation science</p> <p>Weakness: capacity building, private sector engagement</p>	<p>Strength: private sector engagement and work with government agencies</p> <p>Weakness: conservation science, civil society engagement, capacity building</p>	<p>Strength: capacity building</p> <p>Weakness: conservation science, private sector engagement</p>
Organizational Experience - Management		
<p>Strength: has managed projects of similar overall size as CEPF; ongoing operations can absorb additional financial and administrative burden of being RIT; robust ongoing operations in multiple locations in the hotspot</p> <p>Weakness: has not managed a small grants fund of the size anticipated by CEPF</p>	<p>Strength: Ongoing management of \$58 million grant fund</p>	<p>Strength: ability to reach and work with grassroots and indigenous organizations</p> <p>Weakness: disaggregated physical presence</p>
Personnel		
<ol style="list-style-type: none"> 1. Team leader, 100%, Bogor 2. Grant manager, 100%, Bogor 3. Finance administrator, 100%, Bogor 4. Capacity development expert, 100%, Bogor 5. Project officer, 100%, Sulawesi 6. Administrator, 100%, Bogor 7. Assistant, 30%, Sulawesi 8. Project officer, 80%, Maluku 9. Project officer, 30%, Sumba/Flores 10. Project officer, 12 days/year, Dili 11. Small grant contracts manager, 10 days/year, Bogor 12. Communications expert, 24 days/year, Bogor 13. Knowledge management expert, 12 days/year, Bogor 14. Marine advisor, 16 days/year, Bogor 15. Other experts and staff identified in budget, 66 days/year 	<ol style="list-style-type: none"> 1. Team leader, 100%, Jakarta 2. Project officer, 100% Jakarta 3. Project officer, part-time (exact level of effort unknown), Makassar 4. Administrator, part-time (exact level of effort unknown), Makassar 5. Advisor, part-time (exact level of effort unknown), Dili 	<ol style="list-style-type: none"> 1. Team Leader, 50%, Bali 2. Project Manager/officer, 50%, West Papua 3. Executive Director, 5%, location unknown 4. Program Director, 5%, location unknown 5. Finance & Admin Manager, 20%, Bogor 6. Support Staff, 20%, location unknown 7. National and international experts, combined effort equivalent to 30% full-time 8. Rare expert in communications, part-time (exact level of effort unknown), Jakarta 9. Rare short-term experts, part-time (exact level of effort unknown)

Burung Indonesia	KEHATI	Samdhana/Rare
Understanding of the Ecosystem Profile		
Strength: clear understanding of the Profile	Weakness: repeats almost exactly what is written in Profile	Strength: clear understanding of the Profile
Proposed Technical Approach		
Strength: Clearly articulates a plan for awarding grants by Strategic Direction and sub-region Weakness: limited discussion of engaging the private sector	Weakness: formulaic approach to grant-making; phased approach by sub-region	Strength: intensive approach to capacity building and mentoring of grantees Weakness: allows for only limited engagement of organizations it has not worked with in the past
Proposed Management Approach		
Strength: Integrates CEPF into its operations, existing systems and operations are robust enough to adapt to needs of CEPF	Strength: existing systems and operations are robust enough to adapt to needs of CEPF	Weakness: disaggregated operations, no clear role for Rare
Budget		
Strength: fully detailed budget	Strength: \$90,911 in counterpart contribution over and above total cost to CEPF Weakness: no budget details	Weakness: budget does not match technical proposal, assumptions for travel are unrealistic, Rare budget provides no details
Major Budget Elements	Major Budget Elements	Major Budget Elements
Total labor and services \$844,160	Total labor and services \$538,753	Total labor and services \$484,292
Rent \$0	Rent \$39,273	Rent \$64,000
Telecommunications \$14,400	Telecommunications \$42,273	Telecommunications \$9,950
Postage/Delivery \$3,600	Postage/Delivery \$7,091	Postage/Delivery \$0
Supplies \$7,110	Supplies \$62,818	Supplies \$67,250
Furniture/Equipment \$18,400	Furniture/Equipment \$68,636	Furniture/Equipment \$10,000
Maintenance \$4,800	Maintenance \$18,909	Maintenance \$900
Travel \$210,000	Travel \$283,895	Travel \$214,261
Meetings \$339,250	Meetings \$171,709	Meetings \$50,000
Miscellaneous \$0	Miscellaneous \$131,131	Miscellaneous \$10,800
Management (4%) \$57,669	Management (9%) \$122,804	Mngmt. - Average (17.4%) \$159,096
Total \$1,499,389	Total \$1,487,293	Total \$1,070,549