



Praia, 01 February 2021

REQUEST FOR PROPOSAL (RFP)

TENDER No. 2021/FRCVI/FRCVI/108632

CLOSING DATE: 16/02/2021 – à 15 heures (GMT-1)

The Food and Agriculture Organization of the United Nations ("FAO" or "Organization") is an intergovernmental organization with more than 194 member nations. Since its inception, FAO has worked to alleviate poverty and hunger by promoting agricultural development, improved nutrition and the pursuit of food security - defined as the access of all people at all times to the food they need for an active and healthy life.

To achieve its goals, FAO cooperates with thousands of partners worldwide, from farmers' groups to traders, from non-governmental organizations to other UN agencies, from development banks to agribusiness firms (further and more detailed information on FAO can be found on the internet site: <http://www.fao.org>).

In preparing your offer, you should take into account the international status and activities of FAO by submitting your best commercial terms. You should also be aware that FAO enjoys certain privileges and immunities which include exemption from payment of Value Added Tax ("VAT" or "IVA"), customs duties and importation restrictions.

FAO requests the provision of the following services:

Development of forest plans with implementation of a full-fledged participatory process.

The invitation is subject to the following procedures and conditions, which you deemed to have accepted by participating in this tender:

1. Procedures

- 1.1. You are invited to submit an offer for the above-mentioned services. A description of the requested services is provided in **Appendix A**;
- 1.2. In submitting your offer, you are supposed to have considered all aspects relevant to the performance of the proposed contract and to have obtained all necessary information and data as to risks, contingencies and other circumstances which may influence or affect your offer;

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- 1.3. It is understood that all documents, calculations, etc. which may form part of your offer will become the property of the Organization, who will not be required to return them to your firm;
- 1.4. All costs incurred to prepare your bid have to be borne by you; FAO will not be liable to reimburse any or all of such costs;
- 1.5. The Organization reserves the right to publish the details of awards, including supplier name and country, total Contract value and a brief description of the services. In all cases, unsuccessful bidders will be notified;
- 1.6. The services are to be provided by one single organization, which may have subcontractors. However, applications of consortiums of separate independent entities will be discarded. Moreover, registration as a vendor in the UN Global Marketplace (UNGM), www.ungm.org, is a prerequisite for receiving an award from FAO. Please register your organization with UNGM. If you have any difficulties registering, please contact UNGM team using the Help button on the web site www.ungm.org.
- 1.7. The Organization has adopted a zero-tolerance approach to fraud, and it prohibits firms from engaging in corrupt, fraudulent, collusive, coercive, unethical and obstructive practices when participating in procurement activities. As provided by the Vendor Sanctions Procedures (http://www.fao.org/fileadmin/user_upload/procurement/docs/FAO_Vendors_Sanctions_Policy_-_Procedures.pdf), if the Organization determines that a firm has engaged in such conduct, it will impose sanctions and may share information on sanctioned firms with other Intergovernmental or UN Organizations;
- 1.8. A firm and its affiliates, agents or subcontractors should not be suspended, debarred, or otherwise identified as ineligible by any Intergovernmental or UN Organization, including any organization within the World Bank Group or any multi-lateral development bank, or by the institutions and bodies of economic integration organizations (e.g., the European Union). You are therefore required to disclose to the Organization whether your firm, or any of your affiliates, agents or subcontractors, is subject to any sanction or temporary suspension imposed by any such organization or National Authority at any time during the three years prior to the contract or at any time throughout the execution of the contract. You acknowledge that a breach of this provision will entitle FAO to terminate its contract with your firm, without any liability for termination charges or any other liability of any kind of FAO, and that material misrepresentations on your status constitute a fraudulent practice;
- 1.9. Bidders must certify that their firm is not associated, directly or indirectly, with entities or individuals (i) that are associated with terrorism, as in the list maintained by the Security Council Committee established pursuant to its Resolutions 1267 (1999) and 1989 (2011), or (ii) that are the subject of sanctions or other enforcement measures promulgated by the United Nations Security Council. Selected bidders also agree to undertake all reasonable efforts to ensure that none of the funds received from FAO under the awarded contract are used to provide support to individuals or entities associated with terrorism or that are the subject of Security Council sanctions. This provision must be included in any subcontracts, sub-agreements or assignments entered into under the awarded contract. The Bidder

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acknowledges and agrees that this provision is an essential term of the awarded contract and any breach of these obligations and warranties shall entitle FAO to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any liability of any kind of FAO;

- 1.10. Bidders must certify that their company and/or subcontractors are not associated, directly or indirectly, with the consultant or any other entity who prepared the terms of reference or other bidding documents for this tender;
- 1.11. Please note that Bidders who use an independent consultant to assist in the preparation of offers may risk engaging in unacceptable practices if the same consultant assists another Bidder to prepare an offer for the same tender. Bidders are reminded that they are fully responsible for the conduct of any consultant who may be used to prepare offers for FAO tenders and they should take all measures to ensure that any independent consultant engaged to assist in the preparation of an offer for an FAO tender has not and will not be involved in the preparation of an offer for another Bidder for the same tender process.

Bidders are kindly requested to disclose to the best of their knowledge whether their company has any personal or professional relationships with FAO. The disclosure shall include all relevant details and should include, but not be limited to:

- **ANY** current or past employment relationship with FAO of your company's representatives and employees;
- **ANY** current or past relationship with any FAO staff member (family members, spouses, etc.) of your company's representatives and employees.

- 1.12. Fairness and transparency are fundamental principles for FAO procurement activities. Firms that believe that the procurement process was not fair and transparent may request feedback from the office that issued the tender. If a satisfactory response is not received, a firm may present a protest following the bid protest procedures detailed in the following link: <http://www.fao.org/unfao/procurement/codedeconduitethique/protests/en/>. To report allegations of fraud or misconduct in the procurement process, bidders may submit information, also anonymously, to the Office of the Inspector General Hotline: <http://www.fao.org/aud/69204/en/>.

2. Evaluation

The proposals received will be evaluated in a two-stage process: 1) Technical and 2) Financial evaluations. Given the central importance of the quality of the expected outcomes and products for the project, technical quality is highly valued, with financial considerations having a lower priority (see below).

2.1 Technical Evaluation.

Only Technical Proposals (TP) complying with the mandatory requirements listed in paragraph 2.3 will be further evaluated according to the evaluation criteria indicated in **paragraph 2.4** below.

The assessment of the TP accounts for 70% of the overall evaluation. The Rating of the TP will be obtained through the following formula:

$$TP \text{ Rating} = \frac{\text{Points awarded to the proposal}}{\text{maximum points available}} \times \text{Weight of the technical proposal (70\%)}$$

Only the Bidder with a TP rating of 45% or above will be considered for the second stage of the evaluation process.

2.2 Financial Evaluation.

The Financial Proposal (FP) of the Bidders with a Technical Proposal rated above 42% will be opened at this stage. **The FP has a weight of 30% of the overall evaluation.** The Rating of the Financial Proposal (FP) will be then obtained through the following formula:

$$FP \text{ Rating} = \frac{\text{Lowest Priced Proposal}}{\text{Price of the Proposal under review}} \times \text{Weight of the financial proposal (30\%)}$$

The proposal with the highest Total Combined Score would be considered as the proposal that provides the best value for the money and therefore, recommended for contract award. The Total Combined Score will be obtained through the following formula:

$$\text{Total Combined Score} = \text{TP Rating} + \text{FP Rating}$$

FAO reserves the right to consider, and disqualify firms based on, documented prior poor performance, including but not limited to poor quality of goods or services provided, late delivery and unsatisfactory performance. FAO also reserves the right to have further discussions/negotiations with the Bidder prior to issuance of a letter of acceptance.

2.3 Mandatory Requirements

Bidders are required to fulfil the following mandatory requirements. **Failure to provide required information/documents will result in the disqualification of the bidder from the tender evaluation process.**

2.3.1 Copy of valid business license or legal registration certificate.

2.3.2 Bidder's business profile, describing relevant experience in developing similar tools for different stakeholders, including international organizations, government technicians and other stakeholders.

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- 2.3.3 Evidence of delivering at least three (3) similar tools or consulting projects from a developing world context, providing examples such as copy of contracts or final reports. Please include the names of the client and contact details for reference purposes.
- 2.3.4 CV of team members (minimum three) with collective experience in forest studies and projects, also providing evidence of relevant experience with GIS and remote sensing. Additional skills in computer programming as well as training are an advantage
- 2.3.5 The Technical Proposal prepared in line with the information provided in Appendix A, attached to this Letter of Invitation.

2.4 Evaluation Criteria

Form No.	Summary of Technical Proposal Evaluation Forms	Score Weight	Points Obtainable
1.	Expertise of Firm / Organization/ Personnel	30%	300
2.	Proposed Methodology, Approach and Implementation Plan	30%	300
3.	Management Structure	10%	100
Technical proposal (Forms 1+2+3)		70%	700
Financial Proposal		30%	
Total Combined Score		100%	

Technical Proposal Evaluation Form 1		Points obtainable
Expertise of the Firm/Organization 250 points		
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing	50
1.2	Additional organizational experience in area of expertise in forest, agricultural and other land use (AFOLU) sector	50
1.3	Specialization in developing plans and in using the adequate tools, such as driving and moderating participatory and stakeholder meetings or using GIS and remote sensing for producing, manipulating and analysing data?	50
1.4	Experience with the design, implementation, and analysis of strategic planning.	20
1.5	Proven track record in developing forest monitoring tools and guidance protocols	30
1.6	Experience of working in Cabo Verde and/or semi-arid West African countries	25

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Technical Proposal Evaluation Form 1		Points obtainable
Expertise of the Firm/Organization 250 points		
1.7	Proven track record working and applying quantitative methods	25
1.8	Proven track record in working for the public sector (i.e. State or National programmes as well as international organizations)	25
1.9	Team composition: adequacy of number of elements and, multidisciplinary arrangement	25
Total Part 1		300

Technical Proposal Evaluation Form 2		Points Obtainable
Proposed Methodology, Approach and Implementation Plan 200 points		
2.1	Is the methodology proposed well-structured and adequate?	70
2.2	Have the main aspects of the requested work been addressed in enough detail in the methodology?	65
2.3	Are the participatory meetings / training activities adequately accounted for in the timeline proposed?	55
2.4	Is the conceptual framework adopted appropriate for the task?	60
2.5	Is the scope of task well defined and does it correspond to the TOR?	25
2.6	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	25
Total Part 2		300

Technical Proposal Evaluation Form 3			Points Obtainable
Management Structure and Key Personnel			
3.1	Team leader		
		Sub-Score	
	General Qualification	60	
	Suitability for the Project		
	- Experience working with international clients/ groups	20	
	- Qualifications in area of expertise (see Appendix A)	20	
	- Experience with monitoring and quantification tools with a focus on forests	10	
	- Experience with tools that quantify the impacts of forest management on renewable natural resources	10	
3.2	Other Technical Experts		

Technical Proposal Evaluation Form 3			Points Obtainable
Management Structure and Key Personnel			
	General Qualification	Sub-Score	
	Suitability for the Project	25	
	- International experience and/or experience working with international clients	10	
	- Qualifications in area of expertise (Appendix A)	10	
	- Experience managing tools that quantify the impacts of forestry management on renewable natural resources	5	
3.3	National or west-African Experts		
	General Qualification	Sub-Score	
	Suitability for the Project	15	
	- Experience working in multidisciplinary teams	5	
	- Qualifications in area of expertise	10	
	Total Part 3		100

The financial proposal will be assessed as per the procedure detailed in **paragraph 2.2**.

3 **Documents Enclosed**

To facilitate preparing your proposal the following documents are enclosed:

- 3.1 The "**Proposal Summary**" form, to be used for submitting your proposal;
- 3.2 **Appendix A** to the Letter of Invitation, which provides the "**Terms of Reference**" object of the tender;
- 3.3 **Appendix B** to the Letter of Invitation, which provides the "**Financial Proposal Form**"; and
- 3.4 The draft **Contract** FAO intends to award consisting of the Sections I and II, and relevant Annexes.

4 **Documents to be submitted**

The proposal should be submitted in **two (2) separate parts** consisting respectively of **Part A) Technical Proposal** and **Part B) Financial Proposal**, which should be prepared as follows:

4.1 **Part A) Technical Proposal:**

- 4.3.1 Information/Documents to support the **Mandatory Requirements** indicated in **paragraph 2.3** above;

4.3.2 The duly completed "**Proposal Summary**" mentioned in paragraph 3.1 above, using the form enclosed herewith or copies of such form; and

4.3.3 The **Technical Proposal** prepared in line with the information provided in **Appendix A**, attached to this Letter of Invitation (paragraph 3.2 above).

4.2. **Part B) Financial Proposal (do not mix with technical proposal):**

4.2.1 The information requested in **Appendix B** to the Letter of Invitation (paragraph 3.3 above).

5 **Form of Submission and Closing Date**

5.1 Your **Technical Proposal** and **Financial Proposal** should be submitted as follows:

TO ENSURE THE VALIDITY OF YOUR OFFER, IT MUST BE SUBMITTED AS FOLLOWS:

1. Uploading your Bid on UNGM:

Please login and upload all the documents requested in **paragraph 4** of this Letter of Invitation in the designated placeholders in the UNGM portal and within the indicated deadline.

It is the exclusive responsibility of the bidders to ensure that the files are uploaded before the tender deadline. The system will reject any bid received after the deadline.

Please follow the instructions below to upload the electronic files in the UNGM portal:

- a) **Log in the UNGM website** with your e-mail and password;
- b) Click on MY TENDERS and select the tender;
- c) Click on VIEW DOCUMENTS (green button on the left of the specific tender notice you are interested in);
- d) Click on the INVITATION TO BID tab of the tender notice;
- e) Click on the "OPT IN" button;
- f) To upload all the files, click on the relevant "UPLOAD DOCUMENT" red buttons under the "MY TENDER RETURN".

NOTE: It is highly recommended that the size of the files does not exceed 5MB.

IMPORTANT: Once all files are uploaded, please remember to click on the red button "SUBMIT MY RETURN" to send your offer. If the submission is properly

completed, you will be able to view and download a receipt under the "HISTORY" tab.

SUBMISSIONS BY E-MAIL OR FAX ARE NOT ALLOWED.

2. Modification or Withdrawal of Bid:

A bidder may, without prejudice, modify or withdraw an offer before the deadline with the "MODIFY RETURN" function. No offer may be modified after the deadline for submission.

3. No Bid Notice:

In the event that your company is not interested to participate in this tender, the Organizations would appreciate your feedback with a brief explanation. In this case, you are kindly requested to click on the "OPT OUT" button displayed in the UNGM portal to send your reason for non-participation.

5.2 Your proposal should reach FAO not later than **17.00** hours (Rome, Italy time) on:

**February 16th, 2021 (Praia, Cabo Verde time)
– à 15 heures (GMT-1)**

5.3 We would appreciate your acknowledging receipt of this invitation and indicating your intention as to whether or not you will submit a bid via e-mail to the following address: CSDA-Contracts-Group@fao.org

6 Communications Concerning this Tender:

6.1 All communications concerning this tender (questions, comments, requests) should mention the tender number **(2018/CSAPC/FOAWD/100139)**. Bidders may request clarification of any of the tender documents described in paragraph 3 above. Such request must be sent in writing via email to the following address: CSDA-Contracts-Group@fao.org **It is regretted that information cannot be provided by telephone.**

IMPORTANT: Deadline for questions is February 12th, 2021.

6.2 FAO shall endeavour to provide answers to clarifications in an expeditious manner and not later than **February 12th, 2021**. The document with the answers will be advertised through UNGM. Any delay in such response shall not cause an obligation on the part of FAO to extend the submission date of the Bid, unless FAO deems that such an extension is necessary.

7 **Completeness of Proposal**

A proposal will only be considered if it contains all of the above information and documents and observes the provisions of the enclosed draft contract. Incomplete proposals may be rejected as otherwise it will not be possible to evaluate all proposals on an equal basis.

8 **Participation by FAO**

You should examine carefully the nature and extent of the participation in the contract performance by FAO as set out in Part III of the "Proposal Summary" as it is assumed that all other requirements for its successful completion are provided at the cost of the contractor. **You should therefore state in the appropriate space any additions or modifications which you suggest for a satisfactory performance of the framework agreement.**

9 **Privileges and Immunities**

FAO enjoys certain privileges and immunities which include exemption from payment of "IVA" (VAT), customs duties and import restrictions.

10 **Currency of Proposal and of Contract**

Your proposal should be expressed in **USD or Euro.**

Thank you for your interest in assisting the Organization in the implementation of this undertaking.

Yours sincerely,


Ana L. Touze FAOR
3/02/2021


PROPOSAL SUMMARY

Instructions: Please complete the spaces left blank below. Prices should be quoted in USD and all documents are to be provided in English

PART I: Mandatory Requirements

- ☐ I certify to have submitted all the information/documents requested for the Mandatory Requirements set forth under paragraph 2.3 of the Letter of Invitation.

PART II: Commencement of Contract Performance

- ☐ I undertake to commence the performance of the contract within **one week** of the contract itself duly signed by FAO and complete the required services in **maximum six (6) months** from contract start date.

PART III: Participation by FAO in the Contract

Either:

- ☐ I certify that the inputs to be provided by FAO, as set out in the Letter of Invitation are adequate and sufficient for a satisfactory contract performance;

or

- ☐ For a satisfactory contract performance, the following would have to be provided (please indicate the related costs only in your financial offer):

PART IV: Financial Offer

- ☐ I hereby confirm that I have completed **Appendix B** to the Letter of Invitation showing the costs proposed for the requested services.

PART V: Completeness of Proposal

- ☐ I certify that my proposal complies with **Appendix A** to the Letter of Invitation.
- ☐ I certify that I have submitted the duly completed **Appendix B** to the Letter of Invitation.
- ☐ I confirm having obtained all relevant data and information as regards risk, and any other circumstances which may influence or affect the performance of the contract, which have been duly taken into account in the formulation of this proposal.

PART VI: Certification of Proper Procedures

- ☐ I certify that my firm/organization (including all members of a consortium, if applicable) and its subcontractors are not associated, directly or indirectly, with the consultant or any other entity who prepared the terms of reference or other bidding documents for the project.
- ☐ I acknowledge that my firm is responsible for any consultant, including independent consultants, who assists in the preparation of offers and confirm that my firm has taken all measures to ensure that any independent consultant engaged to assist in preparing this offer has not and will not be involved in the preparation of another bid for another bidder for the same tender process.

PART VII: Conflict of Interest Disclosure

Either:

- ☐ To the best of my knowledge, I confirm that none of my firm's representatives or employees has a current or former employment relationship with FAO, and none of my firm's representatives or employees have a current or past relationship with an FAO staff member (family members, spouses, etc.).

or

- ☐ I have provided below details regarding the following representatives or employees of my firm who have a current or former employment relationship with FAO and/or who have a current or past relationship with an FAO staff member:

PART VIII: Contract Provisions

- ☐ I confirm that I have read and that I accept the standard provisions set forth in the said General Terms and Conditions for Services and I do not have any reservation.
- ☐ I certify that my firm has not and will not engage in corrupt, fraudulent, collusive, coercive, unethical or obstructive practices during the selection process and throughout the negotiation and execution of the contract.
- ☐ I confirm that my firm, including any affiliates, agents or subcontractors, is not subject to any sanction or temporary suspension imposed by an Intergovernmental or UN Organization, including any organization within the World Bank Group or any multi-lateral development bank, or by an institution or body of an economic integration organization (e.g., the European Union). If my firm, or any affiliates, agents or subcontractors, has been

subject to any temporary suspension or sanction by any such organization or a National Authority within the preceding three years, I have provided further information below:

☐ I certify that my firm is not associated with any individual or entity appearing on the 1267/1989 list of the UN Security Council or with any individual or entity subject to any other sanctions or enforcement measures promulgated by the UN Security Council.

☐ I confirm that the terms and conditions of the draft contract as enclosed with this Letter of Invitation are acceptable except for the reservations explicitly set out in this Proposal Summary.

PART IX: Validity of Proposal

☐ This proposal is valid for acceptance for a period of THREE (3) MONTHS as from the deadline for the submission of the proposal indicated in the Letter of Invitation.

Name of Firm: _____

UNGM Number: _____

Mailing Address: _____

Tel: _____

Email: _____

Person(s) to contact: _____

Signature: _____

Date: _____

Name & Title: _____

Company seal: _____

Appendix A. Terms of Reference. Scope of Services

A. Project Title and Description

The Building adaptive capacity and resilience of the forestry sector in Cabo Verde (REFLOR-CV) is a four-year project funded by the European Union and implemented by the Food and Agriculture Organization.

The main objective of the project is to increase resilience and enhance key adaptive capacity to address the additional risks climate change poses to desertification and land degradation in Cabo Verde at national level. This project strives to foster participatory forest management to adapt to climate change induced desertification and build community resilience in Santiago, Fogo and Boa vista Islands. In addition, this project aims at addressing national climate change mitigation targets, as indicated in Cabo Verde Intended Nationally Determined Contributions, by contributing to approximately 10% of the intended national reforestation target and CO₂ removal. Finally, the main project objective supports national (terrestrial) biodiversity conservation by reinforcing current fragmented terrestrial ecosystems, decreasing habitat loss and encouraging natural regeneration.

The project objective is delivered through the following three components:

- Component 1: Climate change risks and resilience are integrated into forestry policy frameworks, and adaptive institutional and individual capacity is strengthened for climate resilient forestry;
- Component 2: Desertification and land degradation is reduced in target islands via reforestation, re-naturalization of forested areas and strengthened gender responsive and participatory approach to forest resources management;
- Component 3: Knowledge and lessons learned are captured, analysed and disseminated.

The existing forestry areas in the national territory are assets of collective interest (even when they are privately owned) due to their environmental, social, economic and cultural functions. Thus, forested areas, comprising areas of tree and shrubbery, constitute a valuable renewable natural resource that generates multiple goods and services of major relevance to the environment, the economy, and the quality of life of citizens.

B. Scope of Services, Expected Outputs and Target Completion

Due to the need for the conservation, management, enhancement and sustainable use of this collective heritage within a climate change scenario, it is necessary to develop new management tools based on up-to-date information and compatible with recent technological developments. Such instruments contribute to increase the resilience of the forest sector to climate change, while responding to the country's international commitments (such as reducing and stabilizing greenhouse gas emissions).

In this view, REFLOR-CV aims at hiring the services of a multifaceted and multidisciplinary team capable of supporting the development of technically sound and collaborative forest management plans and of delivering professional final documentation of such plans. The action must be developed in a participatory model harmonized with the activities already developed in the project.

This work will contribute to the completion of the following project activities: Activity 1.1.1.1: Forest management plans that incorporate climate resilient techniques and relevant policy recommendations, with direct input to the indicators 1.1.1 Forest Management Plans; Activity 1.1.3 Forest Planning Master Schemes; and Activities 1.3.1 to 1.3.5: Capacity building of official entities and actors.

The overall objective for hiring these services is to produce nationally relevant strategic forest planning instruments for the three islands and operational forest plans covering defined forest perimeters as well as most of the areas of forest restoration /plantation operated by the project. The tasks and responsibilities of the team should be organized in four packages (WPs). WP1 corresponds to data and database organization; WP2 corresponds to the analytical and technical office work for developing different types of plans: i) Island level strategic forest plans; ii) Forest management plans for forest perimeters (4 in Santiago, 1 in Fogo, and 1 in Boa Vista); WP3 corresponds to the organization, implementation, and reporting of a full-fledged participatory process, including local to central stakeholders, which will be harmonized with other aspects of the project; and WP4 provides a follow-up technical support during discussions of political approval. The tasks to be developed are listed below.

The Service Provider main tasks and responsibilities are the following:

WP1

- Revision, compilation and adequate processing of existing data (biophysical, forest, and social) with integration of products resulting from previous activities (including from short-term consultants) of the project (plant production, terrain preparation, plantation, NTFPs, co-management, and more);

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- Development of a data archiving model for reporting the results of community work, plant production, plantations, and success rates;
- Development of a field monitoring protocol applicable at community level;

WP2

- Development of all technical components and delivery of the final documentation of the three-island level strategic plans;
- Development and production of the final drafts of the forest management plans (including fire prevention, gender concerns, and site-specific co-management guidelines) to be submitted for official approval.

WP3

- Organization and implementation of a constellation of multi-level (from local to central) and multidisciplinary technical meetings, addressing cross-sectorial stakeholder groups;
- Multi-faceted technical support to the above-mentioned participatory process necessary to the development of the plans identified in WP2 (including assessments of agroecological suitability, land use, forest management, biodiversity conservation, protected area management, land ownership, legal and political aspects);

WP4

- Support during the submission of final documents to political authorities.

Expected Outcomes:

- Data archiving model for reporting and monitoring the results of community work (WP1);
- Publicly validated strategic forest plans (planos de ordenamento florestal) for Santiago, Fogo e Boa Vista (WP2);
- Publicly validated forest management plans the forest perimeters in Santiago, Fogo, and Boa Vista (WP3);
- Capacity building for forest and land use management at institutional and local levels (WP3);
- Successful political discussions (WP4).

Expected outputs:

- Detailed work plan, including methodological adjustments to the procedures of the Technical proposal (month 1);

- Operational data archiving process for reporting and monitoring the results of forest restoration community work (month 3);
- Drafts of the main technical elements to be included in the plans, such as cartographic pieces and other building blocks for the plans (month 5);
- Final drafts of three Island level strategic plans (month 6)
- Forest management plans to be submitted for official approval (month 8);
- Policy brief describing the main finding during the political approval process (month 10).

C. Institutional Arrangement

The contract will be under the general supervision of the FAO Representative in Cape Verde and under direct technical supervision of the Project Manager, and in collaboration with the Climate Change Consultant and in close coordination with the national technical services involved with the REFLOR-CV project.

Follow-up and validation of results will be ensured by:

- Project Management Unit (PMU);
- Project Technical Officer
- National Technical Team of REFLOR-CV;
- Project participatory process platform integrated by thematic Working Groups: Planning, Monitoring, Safeguards and Governance;
- Official entities identified as relevant during the development of the work program, namely the MAA.

D. Duration of the Work

The duration of the work is 10 months, starting immediately after the contract is issued.

E. Location of Work

Services will be rendered at the Service Provider's home base and field visits. The Service Provider can report through online communications (email and Skype), telephone call and face-to-face meetings with REFLOR-CV PMU and the national coordination at MAA and the FAO premises in Cabo Verde. Reporting should be once a month, at the very least via online communication (email and Skype), with regular informal communication.

F. Qualifications of the Successful Service Provider at Various Levels

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The aim is to recruit a team of consultants composed of forest management and land use specialists with technical expertise for the specificities of sub-humid, semi-arid, and arid areas of West Africa. The team must include strong planning skills and experience in driving complex participatory processes with institution and local communities alike. Demonstrated experience in the Small Island State (SIDS) forest, agricultural and other land use (AFOLU) sector is required.

- The team should be led by a land planning engineer (master or doctoral level) with over 5 years of proven experience in land use planning and environmental assessment, namely for the AFOLU sector. A proven experience in driving participatory processes, both at institutional central and local level, including communities is mandatory. The leader is required to have experience of dealing with official entities of several types, going from community structures to central level administration with experience in driving complex large audiences, such as those in Social and Environmental Strategic Assessments (SESA) or Strategic Environmental Planning;
- The technical team must include other specialists with advanced diploma (Master's Degree or equivalent) in land use management disciplines in the AFOLU sector (e.g. forestry, environmental engineering, territorial engineering, watershed management, agrometeorological engineering, climatology, physical geography, biology, agronomy or equivalent) with at least 5 years of experience, with expert number 2 of the team clearly identified and specialized in forestry, and showing experience in west-African tropical areas;
- Inclusion of at least one Cabo Verde national or national West-African expert is an advantage;
- A multidisciplinary team with experience in planning and in the design, preparation, implementation and analysis of forest inventory data in dry tropical regions of West Africa, and especially of Cabo-Verde, is desired;
- Proven experience in remote sensing applications to the LULUCF sector and in Geographic Information Systems is essential;
- Knowledge and experience in the design, implementation and analysis of participatory rural diagnostics is considered an asset of the team;
- Prior experience with FAO projects is an advantage;
- Excellent oral and written communication skills in Portuguese and English and / or French.

G. Scope of Proposal Price and Schedule of Payments

The contract price should be based on a fixed output regardless of time extension.

The price quoted by the Proposer should include the professional fee and detailed travel and other required expenses as part of the financial proposal. It shall not include taxes or procurement of equipment.

1. FAO would be able to provide advance payment of up to 20% of the Contract, against bank guarantee of 100% of the payment (please see draft Contract). Alternatively, an instalment of 20% can be paid after delivery of the first product.

H. Recommended Presentation of Proposal

The final presentation of the proposal has been left to the Proposer based on their professional approach and recommendations; however, a complete proposal should include the following:

1. A work-flow schematic describing the outline of the work to be undertaken;
2. Methodology to be used to develop the products:
A specific methodology for each WP should be described in the technical proposal submitted by the consultants. This methodology shall consider the following:
 - The need to compile and systematize all relevant information for the plans;
 - The inclusion of most areas of intervention of the project REFLOR-CV in the planning process;
 - The management units identified and characterized in the project;
 - The integration of qualitative, quantitative and cartographic data;
 - The Integration of multisector views of a variety of stakeholders, from local to central level;
 - Compliance with legislation and regulation applicable to the target areas and to the forest sector in Cabo Verde.

The tasks will be performed by the service provider in full coordination with the activities of the project, namely the participation of stakeholders. Moreover, the proposed procedures must involve the presentation, discussion, and validation of results with project partners

3. A description of the development team including relevant information concerning competencies / skills;
4. A timeline for the above defined work
5. The financial proposal including international and national travel and costs.

I. Annexes to the TOR

- Prospective forest perimeters for the management plans.

Appendix A.1: Areas for forest management plans

The target areas for the forest management plans will be adjusted during the development of the plans based on technical justifications approved by the project PMU. Prospective areas include the areas of intervention shown in Figure 1 and may include the perimeters in the islands of Santiago, Fogo and Boa Vista listed in Table 1 illustrated in the subsequent maps.

Island	Forest Management Plan	Location	Area (ha)	County	Bioclimatic Zone	
Santiago	Area 1 - Malagueta	Parque Natural da Serra Malagueta	386	Tarrafal	Sub-humid	
	Area 2 - Rui Vaz/Pico da Antónia	Parque Natural de Rui Vaz/Pico da Antónia (proposta)	2936	São Lourenço de Orgãos	Sub-humid	
	Area 3 - Santa Catarina	Perímetro de Gamchemba	132	Santa Catarina	Arid	
		Perímetro de João Gago	118	Santa Catarina	Arid	
		Perímetro de Achada Leite	481	Santa Catarina	Arid	
	Area 4 - São Domingos	Perímetro de Capela	132	São Domingos	Semi-arid	
		Perímetro de Covão de Santana	128	São Domingos	Semi-arid	
		Perímetro de Portal	97	São Domingos	Semi-arid	
	Fogo	Area 5 - Monte Velha	Perímetro de Tinca	432	São Domingos	Semi-arid
			Área protegida de Monte Velha	738	Mosteiro	Sub-humid
Boa Vista	Area 6 - Boa Esperança	Reserva Natural da Boa Esperança	3683	Boa Vista	Semi-arid	

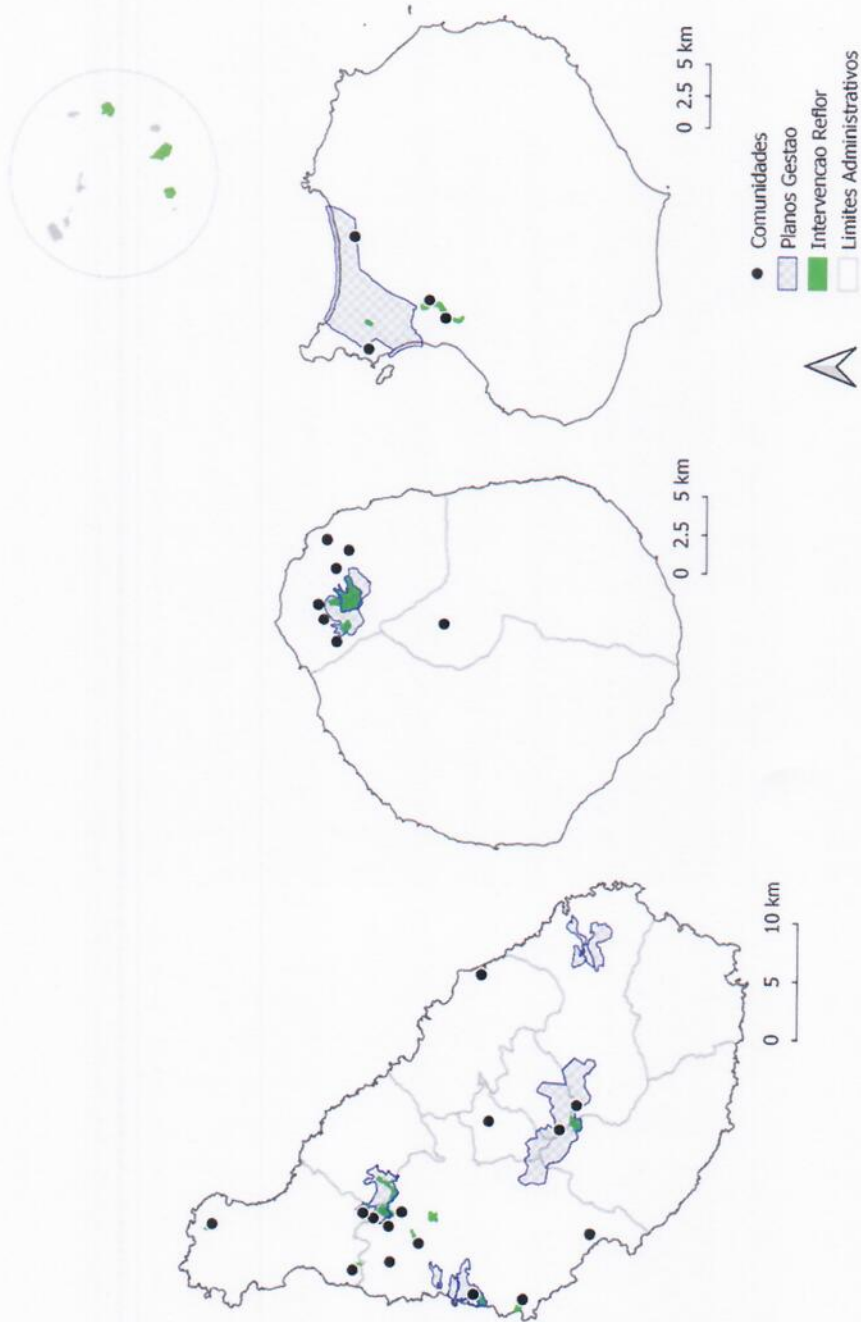
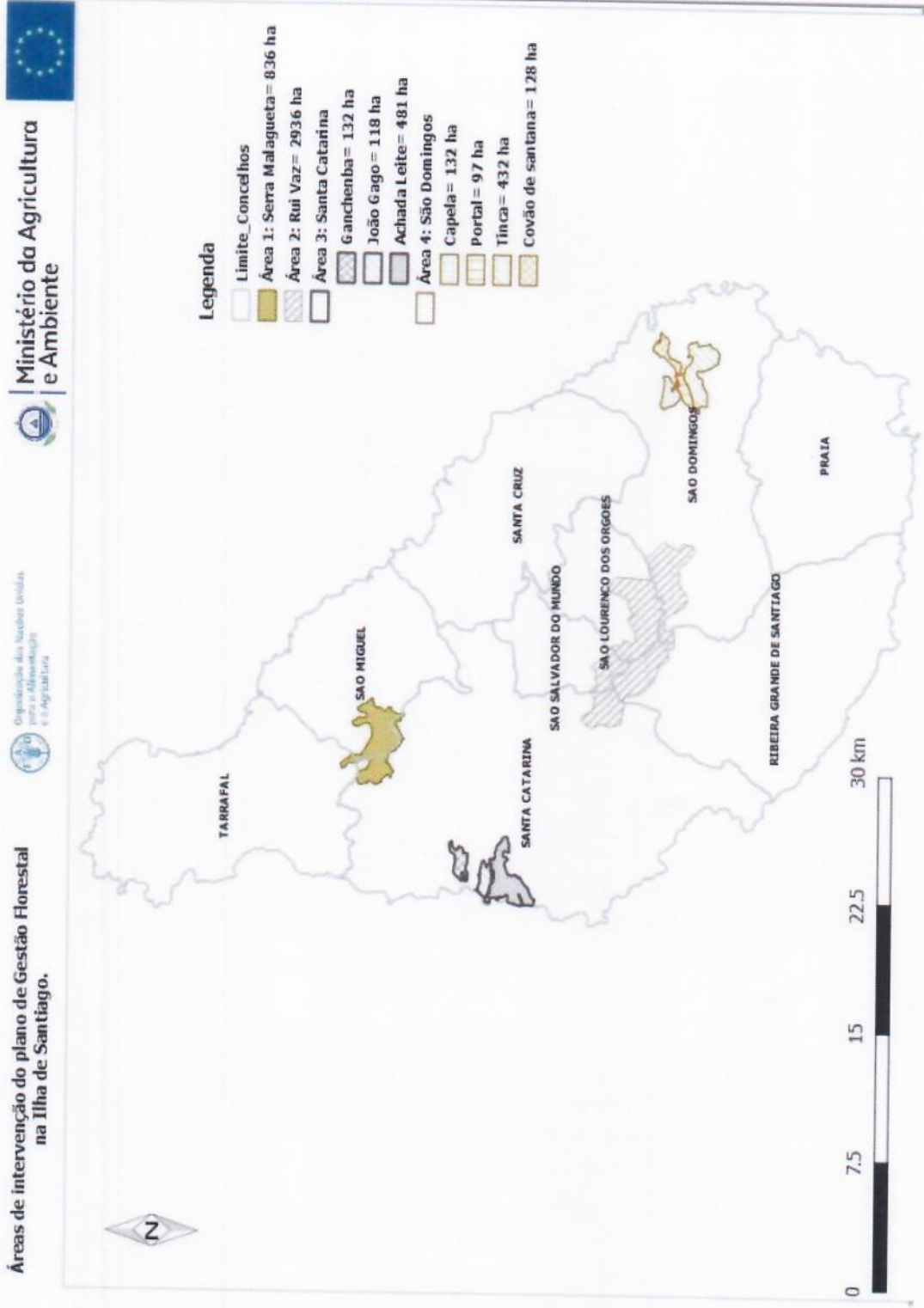


Figure 1- Areas of intervention of the project. From left to right: Santiago, Fogo and Boa Vista islands. The community-based interventions are in green and the prospective forest perimeters for the plans are in light blue/gray. Black dots represent the location of the communities involved in project activities.

Details of the prospective forest perimeters for the plans.



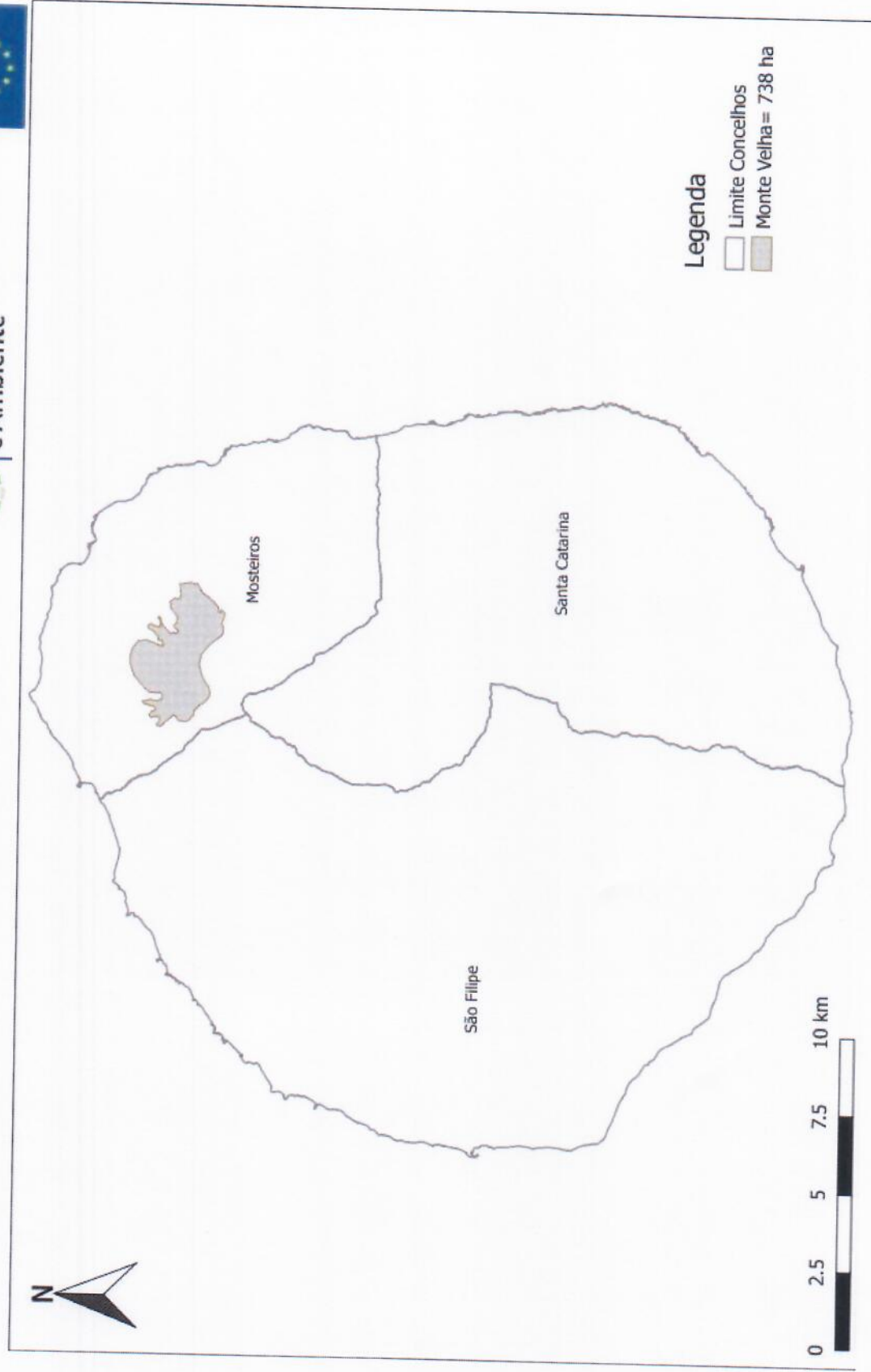
Área de intervenção do plano de Gestão
Florestal na Ilha do Fogo



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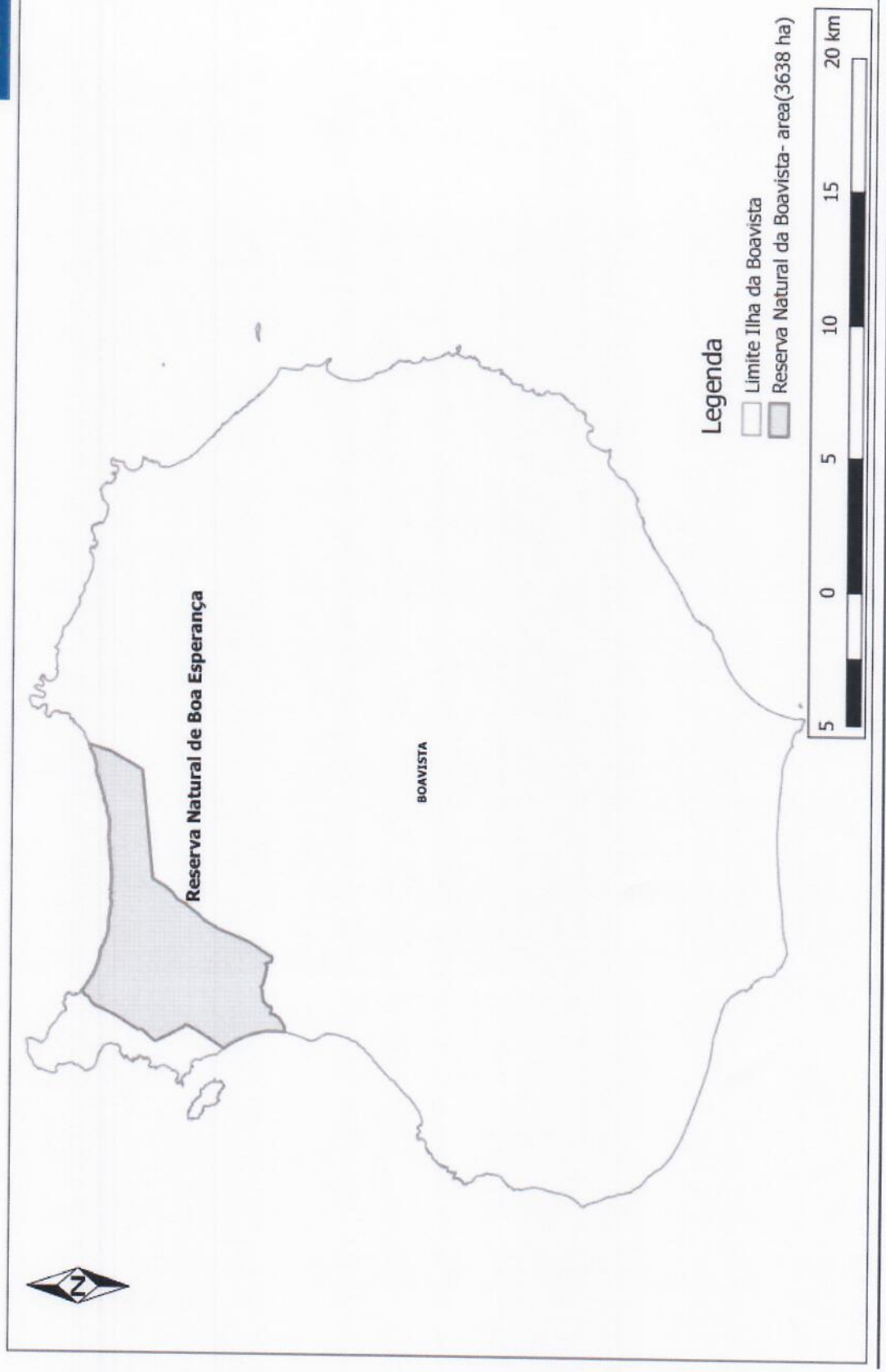
Área de intervenção do plano de Gestão Florestal na Ilha da Boavista.



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APPENDIX B. FINANCIAL OFFER FORM

FAO requests that you submit your financial offer according to the format below. Please insert as many lines as you need. The main activities should correspond to the main activities described in the workplan. Please note that the below is a detailed breakdown of the **total costs** for the project. [PLEASE ADJUST FORM AS APPROPRIATE]

Expenses	Unit type	Number of Unit	Unit costs	Total
Activity A: Specify the main activity - this should correspond to the main activity heading of the workplan				
Personnel				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
Other (specify)				
Other (specify)				
Subtotal A				
Activity B				
Personnel				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
Other (specify)				
Other (specify)				
Subtotal B				
Activity C:				
Personnel				
Travel (please create sub-line for the different components: flights, accommodation, allowance, other)				
Other (specify)				
Other (specify)				
Subtotal C				
D: Other expenses (please include here all costs that are not related to any specific activity. Please specify the nature of these costs)				
Other (specify)				
Other (specify)				
Subtotal D				
TOTAL A + B + C + D				

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