



Request for Proposals (RfP) Capacity-building plan and training for the Wildlife and Nature Heritage Department, Royal Commission for AIUla, KSA

IUCN-ROWA, AIUla PAN, Biodiversity and Protected Areas, World Heritage Programme

RfP Reference: IUCN-23-02-P04042_PC-18

Welcome to this Procurement by IUCN. You are hereby invited to submit a Proposal. Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.

1. REQUIREMENTS

- 1.1. A detailed description of the services and/or goods to be provided can be found in Attachment 1.

2. CONTACT DETAILS

- 2.1. During the course of this procurement, i.e. from the publication of this RfP to the award of a contract, you may not discuss this procurement with any IUCN employee or representative other than the following contact. You must address all correspondence and questions to the contact, including your proposal.

IUCN Contact: Procurement, Regional Office for West Asia, procurement.rowa@iucn.org

3. PROCUREMENT TIMETABLE

- 3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will publish this on our website and contact you directly if you have indicated your interest in this procurement (see Section 3.2).

DATE	ACTIVITY
July 10, 2023	Publication of the Request for Proposals
July 21, 2023	Deadline for expressions of interest
July 25, 2023	Deadline for submission of questions
July 28, 2023	Planned publication of responses to questions
August 07, 2023	Deadline for submission of proposals to IUCN (" Submission Deadline ")
TBD	Clarification of proposals
TBD	Planned date for contract award
TBD	Expected contract start date

- 3.2. Please email the IUCN contact to express your interest in submitting a proposal by the deadline stated below. This will help IUCN to keep you updated regarding the procurement.

4. COMPLETING AND SUBMITTING A PROPOSAL

- 4.1. Your Proposal must consist of the following four separate documents:

- Signed Declaration of Undertaking (see Attachment 2)
- Pre-Qualification Information (see Section 4.3 below)
- Technical Proposal (see Section 4.4 below)
- Financial Proposal (see Section 4.5 below)

Proposals must be prepared in English.

- 4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference – bidder name]. The bidder name is the name of the company/organisation on whose behalf you are submitting the proposal, or your own surname if you are bidding as a self-employed consultant. Your proposal must be submitted in PDF format. You may submit multiple emails suitably annotated, e.g. Email 1 of 3, if attached files are too large to suit a single email transmission. You may not submit your Proposal by uploading it to a file-sharing tool.

IMPORTANT: Submitted documents must be password-protected so that they cannot be opened and read before the submission deadline. Please use the same password for all submitted documents. After the deadline has passed and within 12 hours, please send the password to the IUCN Contact. This will ensure a secure bid submission and opening process. Please DO NOT email the password before the deadline for Proposal submission.

- 4.3. *Pre-Qualification Criteria*

IUCN will use the following Pre-Qualification Criteria to determine whether you have the capacity to provide the required goods and/or services to IUCN. Please provide the necessary information in a single, separate document.

Pre-Qualification Criteria	
1	3 relevant references of clients similar to IUCN / similar work
2	Confirm that you have all the necessary legal registrations to perform the work
3	State your annual turnover for each of the past 3 years

- 4.4. *Technical Proposal*

The technical proposal must address each of the criteria stated below explicitly and separately, quoting the relevant criteria reference number (left-hand column).

Proposals in any other format will significantly increase the time it takes to evaluate, and such Proposals may therefore be rejected at IUCN's discretion.

Where CVs are requested, these must be of the individuals who will actually carry out the work specified. The individuals you put forward may only be substituted with IUCN's approval.

Regarding the international experience, detailed information about client, timeframe, scope of work and budget should be provided.

IUCN will evaluate technical proposals with regards to each of the following criteria and their relative importance:

	Description	Information to provide	Relative weight
1	Quality of CV(s)	CV(s)	30%
2	Proposed approach / methodology	methodology	50%
3	International experience		20%
TOTAL			100%

4.5. *Financial Proposal*

4.5.1. The financial proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

4.5.2. *Prices include all costs*

Submitted rates and prices are deemed to include all costs, insurances, taxes (except VAT, see below), fees, expenses, liabilities, obligations, risk and other things necessary for the performance of the Terms of Reference or Specification of Requirements. IUCN will not accept charges beyond those clearly stated in the Financial Proposal. This includes applicable withholding taxes and similar. It is your responsibility to determine whether such taxes apply to your organisation and to include them in your financial offer.

4.5.3. *Applicable Goods and Services Taxes*

Proposal rates and prices shall be exclusive of Value Added Tax.

4.5.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in USD (United States Dollar).

4.5.5. *Breakdown of rates and prices*

All expenditures associated with this service will be managed by the selected service provider.

Please provide a comprehensive and detailed budget according to the following format (template):

	Description	Quantity	Unit Price	Total Price
1	Honorary fees (individual)		day	
2	International travel		person	
3	Accommodation		day	
4	Food		day	
5	Material / equipment			
6	Domestic travel / car rental		day	
TOTAL				

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be considered in the evaluation.

4.7. Your proposal must remain valid and capable of acceptance by IUCN for a period of 90 calendar days following the submission deadline.

4.8. *Withdrawals and Changes*

You may freely withdraw or change your proposal at any time prior to the submission deadline by written notice to the IUCN Contact. However, in order to reduce the risk of fraud, no changes or withdrawals will be accepted after the submission deadline.

5. EVALUATION OF PROPOSALS

5.1. *Completeness*

IUCN will firstly check your proposal for completeness. Incomplete proposals will not be considered further.

5.2. *Pre-Qualification Criteria*

Only proposals that meet all of the pre-qualification criteria will be evaluated.

5.3. *Technical Evaluation*

5.3.1. *Scoring Method*

Your proposal will be assigned a score from 0 to 10 for each of the technical evaluation criteria, such that '0' is low and '10' is high.

5.3.2. *Minimum Quality Thresholds*

Proposals that receive a score of '0' for any of the criteria will not be considered further.

5.3.3. *Technical Score*

Your score for each technical evaluation criterion will be multiplied with the respective relative weight (see Section 4.4) and these weighted scores added together to give your proposal's overall technical score.

5.4. *Financial Evaluation and Financial Scores*

The financial evaluation will be based upon the full total price you submit. Your financial proposal will receive a score calculated by dividing the lowest financial proposal that has passed the minimum quality thresholds (see Section 5.3.2) by the total price of your financial proposal.

Thus, for example, if your financial proposal is for a total of CHF 100 and the lowest financial proposal is CHF 80, you will receive a financial score of $80/100 = 80\%$

5.5. *Total Score*

Your proposal's total score will be calculated as the weighted sum of your technical score and your financial score.

The relative weights will be:

- Technical: 80%
- Financial: 20%

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of $83 * 80\% + 77 * 20\% = 66.4\% + 15.4\% = 81.8\%$.

Subject to the requirements in Sections 4 and 7, IUCN will award the contract to the bidder whose proposal achieves the highest total score.

6. EXPLANATION OF PROCUREMENT PROCEDURE

6.1. IUCN is using the Open Procedure for this procurement. This means that the contracting opportunity is published on IUCN's website and open to all interested parties to take part, subject to the conditions in Section 7 below.

6.2. You are welcome to ask questions or seek clarification regarding this procurement. Please email the IUCN Contact (see Section 2), taking note of the deadline for submission of questions in Section 3.1.

- 6.3. All proposals must be received by the submission deadline in Section 3.2 above. Late proposals will not be considered. All proposals received by the submission deadline will be evaluated by a team of three or more evaluators in accordance with the evaluation criteria stated in this RfP. No other criteria will be used to evaluate proposals. The contract will be awarded to the bidder whose proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.
- 6.4. IUCN will contact the bidder with the highest-scoring proposal to finalise the contract. We will contact unsuccessful bidders after the contract has been awarded and provide detailed feedback. The timetable in Section 3.1 gives an estimate of when we expect to have completed the contract award, but this date may change depending on how long the evaluation of proposals takes.

7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

- 7.1. To participate in this procurement, you are required to submit a proposal, which fully complies with the instructions in this RfP and the Attachments.
- 7.1.1. It is your responsibility to ensure that you have submitted a complete and fully compliant proposal.
- 7.1.2. Any incomplete or incorrectly completed proposal submission may be deemed non-compliant, and as a result you may be unable to proceed further in the procurement process.
- 7.1.3. IUCN will query any obvious clerical errors in your proposal and may, at IUCN's sole discretion, allow you to correct these, but only if doing so could not be perceived as giving you an unfair advantage.
- 7.2. In order to participate in this procurement, you must meet the following conditions:
- Free of conflicts of interest
 - Registered on the relevant professional or trade register of the country in which you are established (or resident, if self-employed)
 - In full compliance with your obligations relating to payment of social security contributions and of all applicable taxes
 - Not been convicted of failing to comply with environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection
 - Not bankrupt or being wound up
 - Never been guilty of an offence concerning your professional conduct
 - Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.
- 7.3. You must complete and sign the Declaration of Undertaking (see Attachment 2).
- 7.4. If you are participating in this procurement as a member of a joint venture, or are using sub-contractors, submit a separate Declaration of Undertaking for each member of the joint venture and sub-contractor, and be clear in your proposal which parts of the goods/services are provided by each partner or sub-contractor.
- 7.5. Each bidder shall submit only one proposal, either individually or as a partner in a joint venture. In case of joint venture, one company shall not be allowed to participate in two different joint ventures in the same procurement nor shall a company be allowed to submit a proposal both on its behalf and as part of a joint venture for the same procurement. A bidder who submits or participates in more than one proposal (other than as a subcontractor or in cases of alternatives that have been permitted or requested) shall cause all the proposals with the bidder's participation to be disqualified.
- 7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

- It is unacceptable to give or offer any gift or consideration to an employee or other representative of IUCN as a reward or inducement in relation to the awarding of a contract. Such action will give IUCN the right to exclude you from this and any future procurements, and to terminate any contract that may have been signed with you.
- Any attempt to obtain information from an employee or other representative of IUCN concerning another bidder will result in disqualification.
- Any price fixing or collusion with other bidders in relation to this procurement shall give IUCN the right to exclude you and any other involved bidder(s) from this and any future procurements and may constitute a criminal offence.

8. CONFIDENTIALITY AND DATA PROTECTION

- 8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your proposal in its entirety for 10 years and make this available to internal and external auditors and donors as and when requested.
- 8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your proposal. Where you include personal data of your employees (e.g. CVs) in your proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your proposal.

9. COMPLAINTS PROCEDURE

If you have a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact procurement@iucn.org. Such complaints or concerns will be treated as confidential and are not considered in breach of the above restrictions on communication (Section 2.1).

10. CONTRACT

The contract will be based on IUCN's template in Attachment 3, the terms of which are not negotiable. They may, however, be amended by IUCN to reflect particular requirements from the donor funding this particular procurement.

11. ABOUT IUCN

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

Headquartered in Switzerland, IUCN Secretariat comprises around 1,000 staff with offices in more than 50 countries.

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

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

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

www.iucn.org

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

12. ATTACHMENTS

Attachment 1 *Specification of Requirements / Terms of Reference*

Attachment 2 *Declaration of Undertaking (select 2a for companies or 2b for self-employed as applicable to you)*

Attachment 3 *Contract Template*

TERMS OF REFERENCE FOR FIRM – ORGANIZATION CONTRACTORS / CONSULTANTS

Title of Assignment	Capacity-building plan and training for the Department of Wildlife and Nature Heritage, Royal Commission for AIUla - KSA	
Location	AI-Ula, KSA	
Project	AIUla Protected Areas Network (APAN) project	
Duration	6 Months	
	From: signature of contract	To: 28 February 2024

Background

AIUla, a region of extraordinary natural and cultural significance located in the north-west of the Kingdom of Saudi Arabia lying in the region of Madinah. Due to its location, the county is characterized by a hot and arid environment all year round. Climate and weather are of key relevance to the potential for vegetation recovery, ecosystem service provision and ecotourism potential.

The area of AIUla is 22,561 km² and includes a diverse and complex assemblage of geological features, which include harrats, wadis, canyons, a lush oasis valley, towering sandstone mountains, sandy desert and ancient cultural heritage sites dating back thousands of years. All these features include the recently designated Sharaan, Harrat Uwayrid, Harrat Al-Zabin, Wadi Nakhla, Al-Gharameel, and Harrat Khaybar protected areas. Harrat Khaybar is located south of AIUla County but is under the administrative responsibility of the RCU.

Saudi Arabia has unveiled plans to develop AIUla into the world's largest living museum by 2035. AIUla is receiving considerable attention for its high touristic, natural and cultural values, and development potential. The area has been long inhabited by different civilizations like the Nabateans and Romans due to its strategic location on the trade routes. The Nabatean city of Hegra, located within AIUla, was the first UNESCO world heritage site designated in Saudi Arabia. Whereas the Kingdom of Saudi Arabia is embarking on a new era with its 2030 ambitious vision, which recognizes natural and cultural heritage as important key assets of the Kingdom. As part of Saudi Vision 2030, AIUla will be a major heritage, cultural, arts and adventure tourism destination.

Due to the variety of habitats present in the region, the county has historically supported a rich and diverse environment. However, over the last century, the environment, rich biodiversity and history of AIUla were increasingly being put at risk, as a steep decline in the numbers of the living species has

been noticed, and the distribution and composition of habitats throughout the county have been affected as a consequence of the current land management that includes overgrazing of camels, unauthorized hunting, firewood collecting and the growth of urban areas. Much of the landscape in AlUla has been modified by damaging human activity, leaving behind only patches of habitats for indigenous species. Examples of threats affecting AlUla biodiversity are overgrazing, hunting, climate change and agriculture activities. Other threats are concerning cultural heritage, such as dropping of waste, seasonal flooding and water damage, illegal and unsustainable water extractions, biodiversity decline, rockfall and rock erosion, agricultural pests, intensive agricultural practices and grazing. In addition to cultural destruction, existing settlements, unplanned development, impacts from visitors and tourism, vandalism and graffiti and the use of off-road vehicles on strike which have significant effects.

The Royal Commission for AlUla (RCU) was established to protect and safeguard AlUla, and is embarking on a long-term plan to develop and deliver a sensitive, sustainable transformation of the region. It is one of the country's most important archaeological and cultural destinations and is preparing to welcome visitors from around the world. RCU's development work in AlUla encompasses a broad range of initiatives across archaeology, tourism, culture, education and arts. RCU is working closely with local and international partners and experts to achieve its development goals, with strong local community involvement as key players in the process.

The International Union for the Conservation of Nature (IUCN) is the world's leading conservation membership union established over 70 years ago, and composed of over 1,400 member-organizations of both government and civil society organizations with the input of more than 18,000 experts. IUCN's mission is to influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable. Through its Regional Office for West Asia (ROWA) and related global programmes, IUCN is seeking to strengthen its presence in Saudi Arabia through initiatives that align with IUCN's mission and priorities.

IUCN and RCU are aiming to further strengthen joint efforts in a large-scale project that aims to facilitate the design, establishment and operation of a network of six protected areas and connected conserved area designations in AlUla County according to the world's best international standards

and best practices, including IUCN Green List certification. The project will result in an operational design for AIUla protected and conserved area network that is representative, connected, fair and effective, and climate resilient. The six nature reserves which are under the mandate of the RCU are targeted in this assignment.

Scope of Work and Objectives

Under the supervision of IUCN-ROWA and in coordination and consultation with the Royal Commission for Alula (RCU), the consultant shall provide the following services:

- Contribute to and support the implementation of **Component 5 - Capacity building** in coordination with the project coordinator and programme manager.

The consultant shall ensure the delivery of the outputs and activities and shall refer to the activity description in the project document (Version May 2022).

The consultant shall be responsible for the following specific tasks under the following relevant components:

Supporting the delivery of Component 5 - Capacity building.

Outcome: Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUla protected area network.

Under Output 5.1: Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future.

Activity 5.1.1: Assess the evolving organizational needs for the RCU-Nature. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Assess the current organizational structure of the Wildlife and Nature Heritage Department, assess structure gaps, and propose a structure aligned with the effective management and operation of the

AIUla PAN with the support of the project coordinator. The organizational need assessment should aim to cover the following aspects:

In response to the RCU Regulation and mandate, the regulatory and management obligations have grown rapidly in recent years, and the associated implementation responsibilities will also grow to meet Vision 2030 and the AIUla Framework Plan. Accordingly, a review of the organizational needs of the Nature and Wildlife Heritage Department will be undertaken to identify efficient models. The review will examine existing job descriptions, design new jobs descriptions where needed, and analyse gaps in key functions, and opportunities for career advancement. Options will be developed and presented for RCU consideration and validation. The results will inform follow-on activities related to the competencies model and training plan (see other activities below).

Through the IUCN field mission (October 2021), a number of key needs were identified that are critical to the operation of the department's Nature Reserves program. It is recommended that the Wildlife and Nature Heritage Department recruit or assign some or all of the following technical positions to enhance capacity and support for PA management and project implementation. ToRs for at least the following positions should be prepared:

- Training specialist.
- Socio-economic/outreach specialist, including gender expertise.
- Operations manager to oversee NR activation and ranger operations.
- Budget analyst.
- Planning and evaluation specialist.
- Education and public awareness specialist.

With the activation of the Nature Reserves, it is also recommended that a staffing structure be established for each Nature Reserve (or cluster of reserves). This should include at least (but not limited to) the following positions and corresponding ToRs:

- PA manager
- Senior ranger
- Rangers (without specific portfolio)
- Monitoring ranger
- Education and outreach ranger

- Planning ranger
- Events coordinator (as needed)
- Visitor services staff (main entrance control, ticket sales / collection, visitor information and visitor centre where it exists)
- Finance, administration, human resources officer

Under Output 5.2: a competence-based approach to capacity development is established for PAs and biodiversity staff

Competence frameworks are widely used in many professional sectors, helping to develop capacity by defining and recognizing the required skills, knowledge and personal attributes. IUCN has developed registers of competences for PAs and threatened species recovery. The registers of competences are in the form of a directory of the skills, knowledge and personal attributes required by practitioners working in PAs and threatened species recovery programmes around the world, in both *in-situ* and *ex-situ* contexts.

Activity 5.2.1: Design a competence model for the RCU Wildlife and Nature Heritage team. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Design a competence model, prepare job descriptions, and prepare an implementation plan for the competency model for RCU Wildlife and Nature Heritage Department with the support of the project coordinator. The competence model should aim to cover the following:

Though the competence approach is applicable across the RCU organization, this activity will focus on the RCU Wildlife and Nature Heritage Department, covering the following critical steps in the process:

- Review and assess the competence model and process steps set forth in the IUCN Global Register for PA Practitioners and the Register for Threatened Species Recovery.
- Fine tune the model to suit RCU purposes by confirming or establishing the personnel levels, competence groups, competence categories, and the competences for each category.

- Examine job descriptions (or prepare them where they don't exist) including the associated skills, knowledge and attitude that are needed for each position or class of positions. Adopt the updated job descriptions.
- Prepare an implementation plan to guide the application of the competency model, noting that the IUCN competency guidelines provide detailed options and steps. Ensure a gender equity lens is applied to the whole competence model.

Activity 5.2.2: Apply competences in nature department positions. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Apply competences in the Wildlife and Nature Heritage Department related with PA management with the support of the project coordinator. The competences for the Wildlife and Nature Heritage Department positions should aim to cover the following aspects:

Once the foundational pieces of the competence model are adopted, implementation will proceed:

- Compare the competence needs set forth in the job descriptions with the attributes of existing personnel to identify strengths and areas for further development. These findings should then be documented in a personal Capacity Development Plan for each job description that should be reviewed annually or periodically with their manager.
- Use the Capacity Development Plans and the competences to build the organizational training priorities, which may include individual and group needs.

Under Output 5.3: a multi-year capacity building plan is adopted.

Qualified, competent and committed staff are central to the success of PA and biodiversity programmes. Training of staff is increasingly recognized as a vital component of efficient protected area/biodiversity management. As well as being an essential tool at local, regional and national levels, capacity building for PAs/biodiversity also has a strong international context and is being embedded into major global conventions and PA-related decisions. Staff training aims to raise the capacity of PA and biodiversity managers to address issues and adapt to new challenges, using effective, innovative, gender-sensitive and creative approaches. Training programmes should be designed following the six common steps in the training cycle.

Activity 5.3.1: Undertake a training needs analysis. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Undertake a training need analysis for the AIUla PAN with the support of the project coordinator. The training needs analysis should aim to cover the following aspects:

The training needs analysis (TNA) aims to take stock on training completed to date, the current and anticipated future training needs of employees and the organization, as well as community partners. A variety of data collection methods should be used, and tailored for the target groups including executive, managers, professional/technical, operations, enforcement, research and monitoring, education, field rangers, support staff, labourers, etc. Data collection methods should be gender sensitive.

The TNA should assess the following factors so that training methods can be effective:

- Learning styles of the target groups, e.g., continuous, modular, adult learning styles, self-directed, etc.
- Preferences for delivery methods, e.g., on the job, in-person short course, e-learning, communities of practice, job exchange, conference, university courses / programmes, etc.
- Current threats and issues (especially where capacity is known to be insufficient to address a known problem).
- Emerging issues and trends that may impact programmes.
- Anticipated retirements and changes in staffing.
- Time period covering the TNA (e.g., 2 years).

Past and current training will be incorporated into a Training Database, and maintained.

Activity 5.3.2: Develop a training plan. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Develop a training plan for all AIUla PAs with the support of the project coordinator. The training plan should aim to cover the following aspects:

The TNA provides the baseline information upon which to build the training plan. The training plan should be updated annually, and provide the following:

- Prioritized group training programmes by target group and be gender sensitive

- Specific, individualized training needs for individuals or small teams (e.g., designing a monitoring programme and statistical reporting)
- Costs and timing of training initiative
- Means of evaluating individual training activities
- Means and timing for evaluating the training plan delivery
- Identification of lead roles where other partners are the main provider of training (e.g., Panthera, AFAIUla, etc.)

Under Output 5.4: training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project.

For this output, the priority training activities will be planned and scheduled per the TNA and Training Plan.

The consultancy firm / organization will equip participants with the right knowledge and skills to support the development of professional profiles for RCU, adapted to the future of employment in nature conservation, putting diversity and inter-disciplinarily at the heart of its activities.

Completed training will be entered into the training database.

A target of 6 training sessions per year is used to estimate the budget for training.

Exact details on the priority staff to be targeted in the training in addition to the detailed training courses will be identified after the TNA and through the training plan.

The target of this project is to conduct six trainings per year over the project timeframe.

Activity 5.4.1: Executive management leadership training in conservation. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role:

Train executive management leadership with the support of the project coordinator. The training process should aim to consider the following aspects:

Leaders are frequently called upon to explain the programmes and actions of their organization in situations ranging from local community meetings through to international conferences and conventions. This activity focuses on specialized training to equip RCU leadership with the knowledge and understanding of concepts related to PA and biodiversity management, such as international conventions—(biodiversity, climate), principles of climate science / modelling and Nature-based Solutions, and executive management leadership training.

Activity 5.4.2: Directors and managers. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train directors and managers with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes management level staff who direct teams or multiple teams in PAs and biodiversity. A range of training is warranted (e.g., leadership and supervisory skills, financial and budget management, project management, introduction to biodiversity conservation principle, principles of economic valuation of eco-system services, etc.).

Activity 5.4.3: Planning. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train RCU planning staff with the support of the project coordinator. The training process should aim to consider the following aspects:

Staff in several RCU teams are involved in PA and biodiversity planning at different levels, e.g., master planning, PA management planning, environmental impact assessment, biodiversity impact assessment, heritage impact assessment, and interpretation, education and awareness planning. This group may form a training cluster with similar technical needs and professional interests.

Activity 5.4.4: Biodiversity specialists. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train biodiversity specialists with the support of the project coordinator. The training process should aim to consider the following aspects:

Specialists in the RCU Nature team require a broad range of scientific, planning, technical and communications/liaison skills to undertake their work. They would also benefit from various soft skills such as facilitation, conflict resolution, project management, etc.). Specific technical skills could also be important like climate change and its impact on biodiversity, survey methodologies, species

conservation planning, monitoring biodiversity. The Nature Team is looking for strong BIA training and implementation, which currently does not exist.

Activity 5.4.5: Researchers, scientists. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train researchers and scientists with the support of the project coordinator. The training process should aim to consider the following aspects: This group includes specialists involved in designing and executing biodiversity monitoring, reintroductions and ecosystem restoration projects. Examples trainings relevant to this group include: Species conservation planning,

Activity 5.4.6: Educators. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train educators with the support of the project coordinator. The training process should aim to consider the following aspects: PA interpreters, guides, communicators involved in environmental education, awareness building and outreach initiatives require a suite of competences. Examples of relevant courses include planning and implementing public awareness programmes, and introduction on biodiversity conservation.

Activity 5.4.7: Operations leads. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train operations leads with the support of the project coordinator. The training process should aim to consider the following aspects: This group focuses on programme delivery at the site level. Examples of relevant trainings: management and operation of eco-tourism facilities.

Activity 5.4.8: Enforcement. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train enforcement staff with the support of the project coordinator. The training process should aim to consider the following aspects: This group includes the Environmental Police and other enforcement personnel in RCU that deal with biodiversity and PAs.

Activity 5.4.9: PA Rangers. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train PA rangers with the support of the project coordinator. The training process should aim to consider the following aspects:

This group comprises site level rangers in PA areas, and where appropriate may include heritage site staff involved in protecting biodiversity values, visitor services and managing visitors. In many jurisdictions, an annual training workshop in advance of the prime tourism season is held to ensure staff are trained and ready to go. This group should receive trainings related to the delivery of their day to day work such as: Patrolling skills, principles of biodiversity conservation, developing patrol plans, safety in the field, and other relevant trainings that could be further specified based on the TNA.

Activity 5.4.11: Support. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train support staff with the support of the project coordinator. The training process should aim to consider the following aspects:

This group includes the various administrative, financial and human resources staff that provide services to/for PAs and biodiversity.

Activity 5.4.12: Community. The consultant shall submit a draft design and methodology that should be approved by the project coordinator. Role: Train communities with the support of the project coordinator. The training process should aim to consider the following aspects:

This group (not listed in the appendix) includes community groups or individuals where capacity building would be a beneficial activity in support of improved PA and biodiversity management. For example, training may be needed to support the planning and implementation of sustainable grazing schemes (define, locate, manage, monitor, evaluate, incentivize). Among many possible approaches, study tours to other jurisdictions (e.g., Jordan, Kuwait) and established a pilot demonstration site can be an effective way to share experiences and learn from others.

Deliverables

The consultant shall submit the following to IUCN's Regional Office for West Asia:

Component 5: Capacity building

Outcome: Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUla protected area network.

Under Output 5.1: Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future.

Activity 5.1.1: Assess the evolving organizational needs for the RCU-Nature. (1 organizational need assessment)

Under Output 5.2: A competence-based approach to capacity development is established for PAs and biodiversity staff

Activity 5.2.1: Design a competence model for the RCU Wildlife and Nature Heritage team. (1 competence-based model)

Activity 5.2.2: Apply competences in nature department positions. (1 organizational need assessment)

Under Output 5.3: A multi-year capacity building plan is adopted

Activity 5.3.1: Undertake a training needs analysis. (1 training need analysis)

Activity 5.3.2: Develop a training plan. (1 training plan)

Under Output 5.4: Training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project.

Activity 5.4.1: Executive management leadership training in conservation. (1 training process implemented)

Activity 5.4.2: Directors and managers. (1 training process implemented)

Activity 5.4.3: Planning. (1 training process implemented)

Activity 5.4.4: Biodiversity specialists. (1 training process implemented)

Activity 5.4.5: Researchers, scientists. (1 training process implemented)

Activity 5.4.6: Educators. (1 training process implemented)

Activity 5.4.7: Operations leads. (1 training process implemented)

Activity 5.4.8: Enforcement. (1 training process implemented)

Activity 5.4.9: PA Rangers. (1 training process implemented)

Activity 5.4.11: Support. (1 training process implemented)

Activity 5.4.12: Community. (1 training process implemented)

The consultant shall refer to the detailed description of each deliverable in the project document.

Consultancy workplan						
Component 5: Capacity building						
Outcome: Increased capability of RCU staff responsible for biodiversity and the planning, management and operation of PAs, and community partners, to effectively manage AIUla protected area network.						
Output 5.1: Organizational design is assessed to position RCU-Nature and Wildlife Heritage for the future						
Activity 5.1.1: Assess the evolving organizational needs for the RCU-Nature	Q3					
Output 5.2: A competence-based approach to capacity development is established for PAs and biodiversity staff						
Activity 5.2.1: Design a competence model for the RCU Wildlife and Nature Heritage team	Q3					
Activity 5.2.2: Apply competences in nature department positions	Q3					
Output 5.3: A multi-year capacity building plan is adopted						
Activity 5.3.1: Undertake a training needs analysis		Q4				
Activity 5.3.2: Develop a training plan		Q4				
Output 5.4: Training and capacity development initiatives are implemented and evaluated. While these are listed in a logical order (in a perfect world), in practice they will be implemented over the period of the project						
Activity 5.4.1: Executive management leadership training in conservation		Q4	Q1			
Activity 5.4.2: Directors and managers		Q4	Q1			
Activity 5.4.3: Planning		Q4	Q1			
Activity 5.4.4: Biodiversity specialists		Q4	Q1			

Activity 5.4.5: Researchers, scientists		Q4	Q1			
Activity 5.4.6: Educators		Q4	Q1			
Activity 5.4.7: Operations leads		Q4	Q1			
Activity 5.4.8: Enforcement		Q4	Q1			
Activity 5.4.9: PA Rangers		Q4	Q1			
Activity 5.4.11: Support		Q4	Q1			
Activity 5.4.12: Community		Q4	Q1			

A detailed workplan shall be agreed during the inception phase of the consultancy.

Payment Schedule

The consultant is expected to conduct the work between August 2023 and March 2024 through office work, field work, and consultation with the IUCN ROWA and relevant stakeholders if needed. The consultant shall submit an invoice according to the schedule of payments described below:

- 20% upon acceptance of inception report (workplan and methodology)
- 20% upon the completion of deliverables (5.1.1, 5.2.1 and 5.2.2)
- 30% upon the completion of deliverable (5.3.1 and 5.3.2)
- 30% upon the completion of deliverable (5.4.1, 5.4.2, 5.4.3, 5.4.4, 5.4.5, 5.4.6, 5.4.7, 5.4.8, 5.4.9, 5.4.10, 5.4.11, and 5.4.12)

If the consultant is subject to tax in the territory of Jordan in respect of the consideration received under this agreement, the consultant hereby acknowledges that IUCN is entitled to deduct 5% for residents of Jordan and 10% for residents outside Jordan, in addition to 1% as national contribution for non-residents, as income tax arising or made in connection with this agreement. Also, IUCN will deduct a 5% amount as admin and review cost arising or made in connection with this agreement.

Qualifications of Successful Consulting Firm or Organization

The consulting firm or organization should provide a team of experts covering the following qualifications and expertise:

- MSc or PhD degree in communication sciences, marketing, analytics, digital branding, advertising, psychology, political science, diversity and intercultural studies, or any other

related fields (a PhD degree is preferred).

- Extensive and practical knowledge of main environmental agreements and environmental policies.
- More than 20 years of experience with capacity building programme design and implementation.
- Demonstrated expertise and experience in the field of protected areas management.
- Experience in communicating and collaborating with management agencies, academic institutions, and local, national, and regional stakeholders to achieve agreed collective outcomes.
- Experience in biodiversity and/or protected areas information management, ideally involving terrestrial ecosystems, at national and/or regional levels.
- Ability to compile large amounts of information succinctly into a coherent document for conservation practitioners and government officials.
- Excellent facilitation and coordination skills, with the ability for managing the timely and effective delivery of both quantity and quality work on time.
- Strong communication and presentation skills, and an ability to prepare appropriate and timely reports to a wide range of audiences and cultures.
- Excellent time management skills, including an ability to work effectively under pressure and to meet tight deadlines.
- Excellent writing and speaking literacy in English (Arabic is an asset).
- Proven ability to liaise and work with a range of stakeholders including government agencies, the private sector, and local communities, and in support of regional and national institutions.
- A good understanding of IUCN's mission, and a general attitude of being of service to others.

DECLARATION OF UNDERTAKING in relation to RfP IUCN-23-02-P04042_PC-16

I, the undersigned, hereby confirm that I am an authorised representative of the following organisation:

Registered Name of Organisation (the "Organisation"): _____

Registered Address (incl. country): _____

Year of Registration: _____

I hereby authorise IUCN to store and use the information included in the attached Proposal for the purpose of evaluating Proposals and selecting the Proposal IUCN deems the most favourable. I acknowledge that IUCN is required to retain the Proposal in its entirety for 10 years after then end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

Where the Proposal includes Personal Data as defined by the European Union's General Data Protection Regulation (GDPR), I confirm that the Organisation has been authorised by each Data Subject to share this Data with IUCN for the purposes stated above.

I further confirm that the following statements are correct:

1. The Organisation is duly registered in accordance with all applicable laws.
2. The Organisation is fully compliant with all its tax and social security obligations.
3. The Organisation and its staff and representatives are free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. The Organisation agrees to declare to IUCN any real or perceived emerging conflicts of interests it or any of its staff and representatives may have concerning IUCN. The Organisation acknowledges that IUCN may terminate any contracts with the Organisation that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. None of the Organisation's staff has ever been convicted of grave professional misconduct or any other offence concerning their professional conduct.
6. Neither the Organisation nor any of its staff and representatives have ever been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. The Organisation acknowledges that engagement by itself or any of its staff in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with the Organisation with immediate effect.
8. The Organisation is a going concern and is not bankrupt or being wound up, is not having its affairs administered by the courts, has not suspended business activities, is not the subject of proceedings concerning those matters, or in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
9. The Organisation complies with all applicable environmental regulatory requirements or other legal requirements relating to sustainability and environmental protection.
10. The Organisation is not included in the UN Security Council Sanctions List, EU Sanctions Map, US Office of Foreign Assets Control Sanctions List, or the World Bank listing of ineligible firms and individuals. The Organisation agrees that it will not provide direct or indirect support to firms and individuals included in these lists.
11. The Organisation has not been, is not, and will not be involved or implicated in any violations of Indigenous Peoples' rights, or injustice or abuse of human rights related to other groups or individuals, including forced evictions, violation of fundamental rights of workers as defined by the International Labour Organization's (ILO) Declaration on the Fundamental Principles and Rights at Work, child labour, sexual exploitation, sexual abuse, or sexual harassment.

<Date and Signature of authorised representative of the Proposer>

< Name and position of authorised representative of the Proposer >

TEMPLATE CONSULTANCY AGREEMENT (for COMPANIES)

NOTE: THIS TEMPLATE CONSULTANCY AGREEMENT IS TO BE USED WHEN IUCN ENTERS INTO AN AGREEMENT WITH A COMPANY (“COMPANY CONSULTANT”)

CONTRACT REFERENCE NUMBER	
PROJECT NUMBER	
AWARD NUMBER	

CONSULTANCY AGREEMENT
(the “Agreement”)

between

IUCN, International Union for Conservation of Nature and Natural Resources, an international association established under the laws of Switzerland, with its World Headquarters located at Rue Mauverney 28, 1196 Gland, Switzerland (hereafter “**IUCN**”),

and

[full legal name of other party], [type of company] established under the laws of [name of country], with headquarters located at [address], [country] (hereafter “**Consultant**”)

IUCN and the Consultant shall be referred to herein individually as a “Party” and together as the “Parties”.

PREAMBLE

Whereas the mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable;

[OPTION 1] **Whereas** IUCN has received a donation from [name of the Donor] (hereafter the “Donor”) to implement the Project [insert the name] (the “Project”) and wishes to benefit from certain skills and abilities of the Consultant with the aim of providing IUCN with assistance and support in [describe the activities for which support is expected from Consultant].

[OPTION 2] **Whereas** IUCN wishes to obtain advisory and consulting services from the Consultant [for XXX or in the area of XXX] and the Consultant agrees to assist IUCN with such services under the terms and the conditions set forth in this Agreement.

Whereas the Consultant has represented to IUCN that it has the required expertise and experience;

Now therefore the Parties agree as follows:

1. SERVICES

1.1 The Consultant will [short description of the services], perform the tasks and deliver the deliverables no later than the agreed deadline(s) as set out in the terms of reference attached as Annex I (the “Services”).

1.2 The Consultant will assign [name of the person(s) and title(s)] (the “Key Personnel”), who is/are(an) employee(s) of the Consultant, to the performance of the Services on behalf of the Consultant. The replacement of any Key Personnel must be approved in advance by IUCN in writing.

1.3 IUCN reserves the right to request any reports (progress, financial or otherwise additional to those required under the Agreement), which could be considered to be reasonably required to evidence satisfactory

performance under the Agreement. All financial records and other relevant documents relevant to or pertaining to this Agreement may be subject to inspection and/or audit at the discretion of IUCN or of the Donor. The Consultant agrees to allow IUCN or Donor's auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. In the event of inspection or audit, IUCN or Donor shall provide the Consultant reasonable prior written notice.

1.4 The Consultant shall not subcontract the Services to third parties without the prior written consent of IUCN. However, the Consultant may under its own responsibility use the services of others provided such services are of an auxiliary or clerical nature.

2. TERM

This Agreement comes into effect on [date] [or] [upon its signature by both Parties] (the "Effective Date") and will expire on [date] (the "Expiration Date").

3. INDEPENDENT STATUS

3.1 The employees, directors or shareholders of the Consultant shall not be entitled to any pension, bonus or other fringe benefits from IUCN.

3.2 The Consultant shall have no authority to enter into contracts or to incur any other legally binding commitment on behalf of IUCN.

3.3 No employee, director or other representative of the Consultant shall hold him or herself out or permit itself to be held out as having authority to do or say anything on behalf of or in the name of IUCN.

3.4 The Consultant shall be solely and exclusively liable for any and all taxes, levies or dues required to be paid in any of the countries where this Agreement applies, on any amounts paid to the Consultant by IUCN and has sole responsibility for declaring such amounts to the relevant tax authorities.

4. OBLIGATIONS

4.1. The Consultant shall carry out its duties in an expert and diligent manner and to the best of its ability and shall promptly and faithfully comply with all lawful and reasonable requests which may be made by the IUCN Contact Person.

4.2. The Consultant shall give written or oral advice or information regarding the execution of the Services as and when required by IUCN.

4.3. In the case of illness or accident or a case of Force Majeure as described under clause 16.3 preventing the Key Personnel from performing the Services, the Consultant shall promptly notify IUCN in writing of impediment.

5. REMUNERATION

5.1 As full remuneration for the Services performed under the terms of this Agreement, IUCN shall pay the Consultant a fixed and firm lump sum of [currency/amount in numbers (amount spelled out in letters)] ("the Remuneration") based on [number of days] days of work at a daily rate of [daily rate] as follows:

5.1.1 A first instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to 30% of the Remuneration upon receipt of a signed copy of this Agreement together with a first invoice;

5.1.2 A second instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to 30% of the Remuneration [please indicate what task(s)/deliverable(s) will trigger payment] and presentation of the corresponding invoice; and

5.1.3 A third and last instalment of [currency/amount in numbers (amount spelled out in letters)] corresponding to remaining 40% of the Remuneration upon satisfactory and timely completion and IUCN written acceptance of all Services as specified in Annex I. The final invoice must be submitted no later than [insert the no. of days e.g. 30 days] after IUCN's written acceptance of all Services or after the Agreement end date whichever is later.

5.2 The Consultant must submit a valid invoice quoting the Contract Reference Number and number of the instalment for each payment to be made.

5.3 If the tasks defined in the Agreement are not fulfilled to the satisfaction of IUCN within the requested time limit, IUCN reserves the right to withhold any further payments and recuperate any funds already paid for unfulfilled Services.

5.4 IUCN shall make payments to the Consultant's bank account (to be opened in the name of the Consultant in the place where Consultant is established or where the Services are provided) as follows:

Complete Account name: [xxx]

Account type and currency: [xxx]

Bank name: [xxx]

Bank address: [xxx]

Account No.: [xxx]

SWIFT Code or other bank routing code: [xxx]

IBAN No: [xxx]

5.5 The Consultant shall bear bank charges for international wire-transfers (namely from the Consultant's bank or any intermediary banks) associated with any transfer of funds that IUCN may make hereunder.

5.6 Funds that remain unused at the Expiration Date or termination date of this Agreement must be returned to IUCN within sixty (60) days following either of such dates, as applicable.

6. TRAVEL EXPENSES

6.1 Travel expenses in connection with this Agreement shall be managed by the consultant.

7. CONSULTANT'S WARRANTIES AND UNDERTAKINGS

7.1 The Consultant warrants that its performance of the Services under the terms of this Agreement will not infringe on the rights of any third party or cause the Consultant to be in breach of any obligation towards a third party.

7.2 The Consultant warrants that it has obtained the assignment of all Results and Intellectual Property rights pertaining to the Results from his employees (including without limitation the Key Personnel).

7.3 The Consultant shall maintain at its sole expense liability and any other relevant insurance covering the performance of this Agreement. IUCN may require the Consultant to provide a certificate of insurance evidencing such coverage.

7.4 The Consultant represents and warrants that no part of the Remuneration shall be provided to, or used to support, individuals and organizations associated with terrorism as identified on any sanction list published by the European Union, the United States Government, the United Nations Security Council or other relevant agency or body.

8. CONFIDENTIALITY

8.1 The Consultant will not disclose or use, at any time during or subsequent to this Agreement, any confidential information of IUCN or any other non-public information relating to the business, financial, technical or other

affairs of IUCN except as required by IUCN in connection with the Consultant's performance of this Agreement or as required by law. In particular, but without prejudice to the generality of the foregoing, the Consultant shall keep confidential all Intellectual Property and know-how disclosed to it by IUCN, which becomes known to it during the period of this Agreement or which it develops or helps to develop in providing the Services to IUCN.

8.2 The Consultant may communicate confidential information only to those of its employees who are directly and necessarily involved in the performance of this Agreement or who are bound to the Consultant by obligations no less stringent as the ones mentioned in this Agreement.

8.3 The Consultant shall:

8.3.1 not disclose to third parties (including news and social media) without express prior written consent of IUCN the contents of this Agreement and the results of work performed as part of the provision of the Services;

8.3.2 disclose know-how and other confidential information of IUCN which is provided by IUCN to the Consultant for the purpose of carrying out the Services only to those persons necessary to accomplish the Services and only to the extent necessary for the proper performances of the Services or to persons bound to the Consultant by obligations no less stringent as the ones mentioned in this Agreement.

8.4 The Consultant agrees to immediately notify IUCN in writing if it becomes aware of any disclosure in breach of the obligations of this clause 8. It shall be responsible for any breach of these obligations by its employees or subcontractors. The Consultant will take all steps necessary to prevent further disclosure.

9. PROPERTY OF RESULTS

All notes, memoranda, correspondence, records, documents and other tangible items made, by the Consultant in the course of providing the Services will be and remain at all times the property of IUCN. At any time, even after the termination of this Agreement, the Consultant shall, upon request, promptly deliver to IUCN all such tangible items which are in its possession or under its control and relate to IUCN, its business affairs and clients and/or the Services.

10. INTELLECTUAL PROPERTY

10.1 Intellectual Property rights are any and all rights and prerogatives, registered or not, arising from the Swiss and international legislation on the protection of notably patents, design, trademark, as well as know-how and trade secrets.

10.2 Pre-existing Intellectual Property (Pre-existing Rights") of a Party means any rights, title and interests in, to and under any and Intellectual Property that have been conceived or developed by such Party prior to the Effective Date or that is conceived or developed by such a Party at any time wholly independently of the implementation of this Agreement. Subject to the rights and licenses expressly granted under this Agreement, each Party shall retain ownership of its Pre-existing Rights. The Consultant hereby grants to IUCN a non-exclusive, worldwide, perpetual, royalty free, sub-licensable license to use Pre-existing Rights incorporated in the Services. The Consultant shall ensure that it has obtained all the rights to use any Pre-existing Rights belonging to third parties that are necessary to implement this Agreement.

10.3 All Intellectual Property rights, including copyright, in the Services produced under this Agreement are vested in IUCN and the Consultant hereby assigns and agrees to assign to IUCN or its nominee, with full title guarantee, all rights in and to any Intellectual Property resulting from the implementation of this Agreement for the full duration of such rights, including, without any limitations, the right to use, publish, license, translate, sell or distribute, privately or publicly, any item or part thereof wherever in the world enforceable.

10.4 The Consultant confirms that IUCN shall have all rights of development, manufacture, promotion, distribution and exploitation in relation to the projects undertaken and products developed in the course of the provisions of the Services and the Intellectual Property created or arising from the provision of the Services.

10.5 Neither Party shall have the right to use the other Party's name, logo and/or other trademarks in any medium and for whatever purpose without the other Party's prior written consent in each instance of use.

11. LIABILITY AND INDEMNITY

11.1 IUCN shall not be held liable for any damage caused or sustained by the Consultant, including any damage caused to its employees and / or third parties as a consequence of or during the provision of the Services or the implementation of the Present Agreement.

11.2 The Consultant agrees to indemnify and hold IUCN harmless from any and all losses and damages that IUCN may incur as a result of Consultant's actions or omissions in rendering the Services or the breach of any of the Consultant's obligations contained in this Agreement.

12. COMMUNICATION AND NOTICES

12.1 All correspondence and notices in connection with the implementation of this Agreement must be directed as follows:

IUCN Contact Person	Consultant Contact Person
[name] [title] [name of IUCN Programme/Office] [address] [phone] [email]	[name] [title] [address] [phone] [email]

12.2 In case the Contact Person is being changed, the authorized representative of each Party shall notify the other Party in writing (email accepted).

13. ETHICS, FRAUD AND CORRUPTION

13.1 The Consultant shall comply with the principles and expected standards of conduct equivalent to those stipulated in Section 4 of the Code of Conduct and Professional Ethics for the Secretariat, available at https://www.iucn.org/downloads/code_of_conduct_and_professional_ethics.pdf, which by signing this Agreement, the Consultant confirms it has reviewed and accepted.

13.2 The Consultant shall take all necessary measures to prevent any situation where the impartial and objective implementation of the Agreement is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest.

13.3 The Consultant represents and warrants that there are no potential or actual conflicts of interests in relation to the implementation of this Agreement. If, during the course of this Agreement, the Consultant becomes aware of facts which constitute or may give rise to a conflict of interest, the Consultant shall promptly inform the IUCN Contact Person in clause 12.1 in writing, without delay. The Consultant shall immediately take all the necessary steps to rectify this situation. IUCN reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken within a specified deadline.

13.4 The Consultant shall take all necessary precautions to avoid fraud and corrupt practices in implementing this Agreement. The Consultant shall comply with the standards of conduct equivalent to those stipulated in IUCN's Anti-fraud Policy, available at https://www.iucn.org/downloads/anti_fraud_policy.pdf, which by signing this Agreement, the Consultant confirms it has reviewed and accepted.

13.5 The Consultant shall cooperate fully in any investigations linked to events under this clause which may be carried out by IUCN and/or the Donor and shall give access to all records (and to its staff if applicable) in the event that this is needed to support investigations of complaints of unethical behavior, fraud or corruption. IUCN reserves the right to take necessary legal action and/or terminate the Agreement in accordance with clause 16 if it determines that any fraud, corruption and/or unethical behaviour has occurred. Any repayment claim may also include interest, investment income or any other financial gain obtained as a result of the fraud.

14. NON-DISCRIMINATION AND POLICY ON THE PROTECTION FROM SEXUAL EXPLOITATION, SEXUAL ABUSE, AND SEXUAL HARASSMENT (SEAH POLICY)

14.1 IUCN recommends the Consultant to apply non-discriminatory practices in terms of benefits and remuneration for both men and women employees in the performance of this Agreement.

14.2 The Consultant will comply with the principles and standards of protection equivalent to those stipulated in the SEAH Policy available at https://www.iucn.org/sites/dev/files/seah_revised_version_2020apr27.pdf

15. PROCESSING OF PERSONAL DATA

15.1 Personal Data is any information relating to an identified or identifiable individual, unless otherwise defined under applicable law. The Parties commit themselves to respect applicable data protection laws and regulations and process Personal Data in accordance with the terms of this Agreement.

15.2 IUCN may share Personal Data of the Consultant and / or Consultant Key Personnel with the Donor and other IUCN partners strictly involved in the implementation of the Project. The Consultant will have the right of access its Personal Data and the right to rectify any such Personal Data held by IUCN. If the Consultant has any queries concerning the processing of Personal Data, it shall address them to IUCN using the online form located at (<https://portals.iucn.org/dataprotection/requestform>).

15.3 IUCN may in the course of performance of this Agreement provide the Consultant with Personal Data. The Consultant shall limit access and use of Personal Data to that strictly necessary for the performance of this Agreement and shall adopt all appropriate technical and organizational security measures necessary to preserve the strictest confidentiality and limit access to Personal Data.

15.4 Where the Consultant engages another processor for carrying out specific processing activities on behalf of IUCN, the same data protection obligations as set out in this Agreement and the applicable law shall be imposed on that other processor by way of an agreement. Where that other processor fails to fulfil its data protection obligations, the Consultant shall remain fully liable to IUCN for the performance of that other processor's obligations.

15.5 Where Personal Data is transferred to a country that has not been deemed to provide an adequate level of protection for Personal Data or to an International Organization within the meaning of Regulation (EU) 2016/679, the Consultant shall ensure that appropriate safeguards in accordance with applicable law are provided.

15.6 The Consultant shall promptly, and in any case within twenty-four (24) hours inform IUCN through the online form located at (<https://portals.iucn.org/dataprotection/requestform>), if it determines and/or discloses to a competent public authority and/or affected data subjects that a Personal Data breach has occurred.

16. TERMINATION

16.1 Termination for cause

16.1.1 IUCN reserves the right to terminate this Agreement in whole or in part, upon written notice with immediate effect in the event that the Consultant:

- i. has falsified or provided inaccurate, incomplete or misleading information in any documentation provided to IUCN;
- ii. defaults in carrying out any of its obligations under this Agreement;

- iii. has engaged in illegal acts, including, without limitation fraudulent or corrupt actions as defined in Code of Conduct and Professional Ethics for the Secretariat and IUCN's Anti-fraud Policy (hereafter referred to as a "Fraud");
- iv. enters into liquidation or dissolution other than for the purpose of an amalgamation or reconstruction; or
- v. ceases to carry on business, has a receiver or administrator appointed over all or any part of its assets or undertaking, enters into any composition or arrangement with its creditors or takes or suffers any similar action in consequence of a debt or other liability, or undergoes any process analogous to the foregoing in any jurisdiction throughout the world.

16.1.2 If it is determined that the Consultant has committed Fraud in competing for or in the performance of this Agreement, all expenditures incurred under this Agreement shall be undue and the Consultant shall promptly reimburse IUCN for all expenditures incurred in the performance of this Agreement.

16.2 Termination for lack of Donor funds

IUCN shall have the right to terminate this Agreement with immediate effect and without any liability for damages to the Consultant in case the agreement between IUCN and the Donor is terminated and/or the Remuneration funds become unavailable to IUCN.

16.3 Termination for force majeure

16.3.1 The performance of this Agreement by either Party is subject to acts of God, war, government regulations, epidemics, pandemics, disaster, strikes (excluding strikes of respective Parties' personnel), civil disorders, curtailment of transportation facilities, or other emergencies making it illegal or impossible for either Party to perform its obligations ("Force Majeure Event"). The Party subject to a Force Majeure Event shall promptly notify the other Party of the occurrence and particulars of such Force Majeure Event, including how it impacts the performance of its obligations under this Agreement. The Party so affected shall use diligent efforts to avoid or remove such causes of non or delayed performance as soon as is reasonably practicable.

16.3.2 This Agreement may be terminated unilaterally without compensation for any one or more of the foregoing reasons by written notice from one Party to the other.

16.3.3 Notwithstanding the above, the Parties may agree to a suspension or an extension of the Agreement as deemed appropriate. Upon termination of the Force Majeure Event, the performance of the suspended Services shall without delay recommence.

16.3.4 The Party subject to the Force Majeure Event shall not be liable to the other Party for any damages arising out of or relating to the suspension or termination of Services by reason of the occurrence of a Force Majeure Event, provided such Party complies with all the requirements under this article 16.3.

16.4 Effects of Termination

In the event of termination under this clause, IUCN shall pay the Consultant any outstanding Remuneration in respect of Services performed by the Consultant up until the effective date of termination, it being understood that the total amount payable by IUCN to the Consultant shall not exceed the Remuneration stated in clause 5 of the Agreement. The Consultant shall within thirty (30) days of termination, and at IUCN's request:

16.4.1 to the extent possible, complete the Services subject to the Remuneration made available until the date of termination and stop all ongoing activities;

16.4.2 refund to IUCN any advance payments received in excess of the total expenditure incurred as evidenced in the invoices submitted to IUCN,

16.4.3 reimburse IUCN for any expenditures made in breach of the terms of this Agreement and

16.4.4 submit final technical and financial reports and any other materials, deliverables, works or other outputs created as at the date of termination under this Agreement.

17. APPLICABLE LAW AND DISPUTE RESOLUTION

17.1 The performance and interpretation of this Agreement will be subject exclusively to the laws of Switzerland, excluding its conflict of laws principles.

17.2 Any dispute arising out of or in relation with this Agreement that cannot be resolved amicably by the Parties or by way of mediation shall be submitted to the competent courts of Lausanne, Switzerland.

18. GENERAL PROVISIONS

18.1 This Agreement is the complete understanding between IUCN and the Consultant and replaces all other agreements and understandings in reference to the subject matter of this Agreement.

18.2 Any modification or amendment of this Agreement shall be in writing and shall become effective if and when signed by both Parties.

18.3 This Consultancy Agreement is non-exclusive. IUCN is free to consult other experts in the Consultant's field of specialization.

18.4 This Agreement is personal to IUCN and the Consultant, and neither Party may sell, assign or transfer any duties, rights or interests created under this Agreement without the prior written consent of the other.

18.5 Either Party waives all and any rights of set-off against any payments due hereunder and agrees to pay all sums due hereunder regardless of any set-off or cross claim.

18.6 All provisions that logically ought to survive termination of this Agreement shall survive.

This Agreement may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement. The Parties agree that the signed counterparts may be delivered by e-mail in a ".pdf" format data file or electronic signature (e.g., DocuSign or similar electronic signature technology) and thereafter maintained in electronic form, and that in this case such signature shall create a valid and binding obligation of the party executing with the same force and effect as if such ".pdf" or electronic signature page were an original thereof.

Signed on behalf of:

**IUCN, International Union for
Conservation of Nature and
Natural Resources**

[full name of OTHER PARTY]

Date: _____

Date: _____

[Name of representative]

[Name of representative]

[Position of representative]

[Position of representative]

ANNEXES

[please list all annexes named in the Agreement]