



Re-Publication of Request for Proposals (RfP)

Title: Revision of Transforming Eastern Province through Adaptation Project’s Operational Manual’

Name of the Office: IUCN Rwanda Country Office

RfP Reference: IUCN-24-04-P03168-01

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 ToRs 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: tenders.rwanda@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
31 May 2024	Re-Publication of the Request for Proposals
03 June 2024	Deadline for expressions of interest
14 June 2024	Deadline for submission of Proposals to IUCN (“ Submission Deadline ”)
18 June 2024	Planned date for contract award
25 June 2025	Expected contract start date

3.2. Please email the IUCN contact to express your interest in submitting a Proposal by the deadline stated above. 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.

Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [IUCN-24-04-P03168-01 – 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.

4.2. *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.

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

No.	Criteria	Points
1.	Clarity and completeness of the Proposal and annexes	5
2.	Approach and Methodology	
2.1	Methodological approach Description of the methodological and delivery approach. (15 pt.)	15
2.2	Operationalisation of the approach and Methodology Ability, proven by the experience/previous assignment, of the firm to implement the proposed methodology (10 pt.) Working programme / working schedule for delivery of outputs (10 pt.), Staffing schedule and task assignment descriptions aligned with team members expertise/experience (10 pt.), Quality control of deliverables (5 pt.)	35
3.	Consultants Competencies	
	Education: A master’s degree in a field such as project management, financial management, business administration, institutional development or a discipline related to the assignment's focus. (15 pt.); Work experience: Proven experience in preparing or revising operational manuals for projects or NGOs of similar scale and complexity (10 pt.);	45

	<p>Industry knowledge: Familiarity with the specific regulations, compliance standards and best practices and tools relevant to the grant management cycle, including subgrants. (5 pt.)</p> <p>Donor experience: Familiarity with donor requirements and compliance standards applied by multilateral development financing institutions, (5 pt.)</p> <p>Communication Skills: Evidence of the ability to collaborate with diverse stakeholders and incorporate feedback effectively and deliver on similar assignment (5pts).</p> <p>Analytical, management and problem-solving skills: Evidence of having developed a project operation manual in a multi-partner project settings (5pts)</p>	
Total (maximum)		100

4.3. Financial Proposal

4.3.1. The Financial Proposal must be a fixed and firm price for the provision of the goods/services stated in the RfP in their entirety.

4.3.2. *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 Proposal.

4.3.3. *Applicable Goods and Services Taxes*

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

4.3.4. *Currency of proposed rates and prices*

All rates and prices submitted by Proposers shall be in RWF.

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

4.5. Your Proposal must remain valid and capable of acceptance by IUCN for a period of 30 calendar days following the submission deadline.

4.6. *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 $83 * 80\% + 77 * 20\% = 66.4\% + 16.17\% = 82.5\%$.

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 3.1 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 after the end of the resulting contract 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.

Headquarter 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.

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12. ATTACHMENTS

Attachment 1 *Specification of Requirements / Terms of Reference*

Title: Revision of Transforming Eastern Province through Adaptation Project's Operational Manual'

Objective of the Consultancy

The primary objective of the assignment is to revise the existing Operational Manual in-depth in alignment with the donor requirement and the good project and grant management practices. More specifically, the assignment will:

- Identify gaps, outdated information, and areas requiring clarification or improvement, ,
- Develop a revised Operational Manual that aligns with current project goals, policies, and best practices.
- Run compliance and coherence check of the revised manual vis-à-vis relevant standards and regulations from GCF and IUCN.

Background

Project Reference: P03168

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.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,400 Member organisations and around 15,000 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.

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About the Project

1. The IUCN-International Union for Conservation of Nature, Rwanda Country Office in collaboration with The Governments of Rwanda through the Ministry of Environment, is implementing a 6-year program (December 2021 to December 2027) – “Transforming Eastern Province through Adaptation” – TREPA Project. The Project will be coordinated by IUCN ESARO/IUCN HQ over six-years period from December 2021 to December 2027. The Project is funded by the Green Climate Fund (GCF) and intends to restore 60,000 ha of drought-degraded landscapes into climate resilient ecosystems through re-forestation, agroforestry, restoration of pastureland, and soil erosion control measures in all the seven districts of the Eastern Province.
2. The project has three components. Component 1 aims to adapt climate change planning for drought resilience, Component 2 aims to restore rangeland landscapes for ecosystem-based adaptation, and Component 3 aims to change climate resilient ecosystem management for investments.
3. IUCN’s role of the Accredited Entity to Global Climate Fund (GCF) is to coordinate all activities implemented by Executing Entities (IUCN Rwanda, ENABEL and Rwanda Forest Authority) and Service providers (Cordaid, ICRAF and World Vision) through its Project Management Unit (PMU) under strategic guidance of the National Project Steering Committee chaired by the Ministry of Environment (MoE). The PMU also coordinates the work of Project Management and Coordination Committee, Technical Advisory Committee, and the efficiency of three landscape hubs established in Rwamagana, Gatsibo and Ngoma Districts.

Description of the Assignment

The current Operational Manual of the TREPA Project was developed during the inception phase in 2022 and the audit exercise and lessons learnt during implementation phase in 2023 recommended areas of improvement to ensure project’s efficiency, especially at the sub grant management level. A better and more coherent sub grant management and implementation by the six partners will ensure operations and financial risks are prevented and managed, leading to compliance with both GCF and IUCN standards.

The International Union for Conservation of Nature is seeking the services of an external consultant to conduct the revision of the TREPA Operational Manual.

The scope of work is designed to guide the revision process systematically, ensuring that the Revised Operational Manual of TREPA Project meets donor compliance standards and aligns with project objectives. Adjustments may be necessary based on specific project requirements and donor expectations. The consultant is expected to undertake the following tasks:

1. Inception meeting

- Conduct a kick-off meeting to align project objectives, timelines, and key stakeholders.
- Review existing documentation, including the current Operational Manual, project documents, donor agreements, and compliance guidelines.

2. Stakeholder Engagement

- Collaborate with key stakeholders, including project managers, finance teams, and relevant authorities from the accredited entity (IUCN) and implementing partners, to gather information and insights on donor expectations and compliance needs.
- Perform a thorough gap analysis to identify inconsistencies and gaps in the existing manual concerning donor compliance requirements, including practices across implementing partners, and documents the feedback from stakeholders.

3. Drafting of Revised Manual

- Develop a comprehensive Revised Operational Manual, incorporating necessary changes and feedback from stakeholders to address identified gaps and enhance donor compliance.
- Include track changes and comments for transparency.

4. Conduct Stakeholders Workshop

- Facilitate a stakeholder workshop session to present and discuss the proposed changes with project Partners.
- Gather feedback on the revised manual to ensure alignment with project goals and donor expectations.
- Update the revised manual based on the feedback received during the workshop.
- Provide a revised version for management validation.
- Conduct a compliance verification process to ensure that the revised manual aligns with donor regulations and standards.
- Document the verification process and findings in a detail report.

5. Finalization

- Finalize the Revised Operational Manual, incorporating all approved changes and addressing compliance concerns and ensuring clarity and consistency throughout the document.
- Include an executive summary highlighting key changes made for compliance.

Duration of the Assignment

The consultant is expected to complete the revision process within 15 days, providing regular updates on progress of the assignment.

Deliverables and Activities

These deliverables aim to ensure a transparent and well-documented process of revising the operational manual to meet donor compliance standards. Adapt and customize based on specific project requirements and donor expectations.

The consultant will provide the following deliverables and carry out the following activities:

Deliverable/Activity	Description
Deliverable 1	Draft Revised Operational Manual
Deliverable 1.a	A comprehensive draft incorporating necessary changes to address identified gaps and align with donor compliance requirements.
Deliverable 1.b	A check-list detailing specific donor compliance criteria and indicating how each requirement is met in the revised manual.
Deliverable 1.c	A document cross-referencing sections of the manual with relevant donor policies, ensuring clear alignment.

Deliverable 2	Workshop Presentation: Facilitate a session to present and discuss proposed revisions with project staff.
Deliverable 3	Final Revised Operational Manual: Incorporating feedback received during the workshop and finalizing all changes and improvements for donor compliance.

Payment Schedule

The Timetable below summarises the chronological order of deliverables and indicates milestones at which IUCN will pay the Consultant.

Deliverable	Milestone payment
Validated Draft Revised Operational Manual	50%
Validated Revised Operational Manual	50%

Skills and Experience

IUCN is looking for a high caliber institutional development professional consultant or consultancy Firm that has the competence and capacity to provide taught leadership in the revision of the project operations manual. Consultants should meet the following conditions:

1. Consultants Educational Background

- A master's degree in a field such as project management, financial management, business administration, institutional development or a discipline related to the project's focus.

2. Professional Experience

- Having occupied leadership positions in recognized institutions that dealt with multiple partner or consortium-led projects
- Proven experience in preparing or revising operational manuals for projects or NGOs of similar scale and complexity.

3. Industry Knowledge

- Familiarity with donor requirements and compliance standards applied by multilateral development financing institutions
- Familiarity with the specific regulations, compliance standards and best practices and tools relevant to the grant management cycle, including subgrants.

4. Technical Skills

- Proficiency in document analysis, including the ability to identify gaps and inconsistencies. And Technical expertise in the subject matter of the project, such as donor compliance, financial management, or specific operational processes

5. Communication Skills

- Excellent written and verbal communication skills to effectively convey complex information in a clear and understandable manner.
- Ability to collaborate with diverse stakeholders and incorporate feedback effectively.

6. Analytical Skills

- Strong analytical skills to assess the current operational manual, identify areas for improvement, and propose relevant revisions.

- Strong synthesis skills and system thinking to capture different aspects and practices applied in different organizations and align them to the donor requirements and project implementation stage.

7. Project Management Skills:

- Project management skills to ensure that the revision process is organized, meets deadlines, and aligns with project objectives.

8. Attention to Detail

- Meticulous attention to detail to ensure that the revised manual is accurate, comprehensive, and compliant with relevant standards.

9. Problem-Solving Skills

- Effective problem-solving skills to address challenges identified during the revision process.

Supervision and coordination

The consultant will report to and work under the supervision of Grants and Contracts Manager

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

DECLARATION OF UNDERTAKING in relation to RfP <insert RfP reference>

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 the 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 >

DECLARATION in relation to RfP <insert RfP reference>

I, the undersigned, hereby confirm that I am self-employed and able to provide the service independent of any organisation or other legal entity.

Full name (as in passport):

Home or Office (please delete as appropriate) Address (incl. country):

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, including Personal Data as defined by the European Union's General Data Protection Regulation (GDPR). I acknowledge that IUCN is required to retain my Proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when reasonably requested.

I further confirm that the following statements are correct:

1. I am legally registered as self-employed in accordance with all applicable laws.
2. I am fully compliant with all my tax and social security obligations.
3. I am free of any real or perceived conflicts of interest with regards to IUCN and its Mission.
4. I agree to declare to IUCN any real or perceived emerging conflicts of interests I may have concerning IUCN. I acknowledge that IUCN may terminate any contracts with me that would, in IUCN sole discretion, be negatively affected by such conflicts of interests.
5. I have never been convicted of grave professional misconduct or any other offence concerning my professional conduct.
6. I have never been convicted of fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation.
7. I acknowledge that engagement in fraud, corruption, money laundering, supporting terrorism or involvement in a criminal organisation will entitle IUCN to terminate any and all contracts with me with immediate effect.
8. I am 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. I agree that I will not provide direct or indirect support to firms and individuals included in these lists.
9. I have not been, am 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>