*Version 0.2. June 2022*

# Request for Proposals (RfP)

Consultancy Services for developing a financial programme for Sustainable Land Managegement and Climate-Smart Agriculture practices

**International Union for Conservation of Nature and Natural Resources**
**Regional Office for Mexico, Central America and the Caribbean**
**Country: St. Kitts and Nevis**
**Name of the Project: "*Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis"***
**Budget Line: PA03159.C2-DR03159.NC**
**AOP Code: 24-SKN35**

*Interested Proposers are hereby invited to submit a technical and financial proposal for the aforementioned Consultancy Service Please read the information and instructions carefully because non-compliance with the instructions may result in disqualification of your Proposal from this Procurement.*

## 1. 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 some 18,000 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/

## 2. REQUIREMENTS

2.1. A detailed description of the services to be provided can be found in Annex 1 (Terms of Reference)

## 3. CONTACT DETAILS

3.1. During the course of this RfP, from its publication to the award of a contract, you may not contact of 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 Officer, ***procurement.Ormacc@iucn.org***

## 4. PROCUREMENT TIMETABLE

4.1. 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, that will be informed.

| DATE | ACTIVITY |
|---|---|
| 09/08/2024 | Publication of the Request for Proposals |
| 18/08/2024 | Deadline for submission of questions |
| 25/08/2024 | Deadline for submission of proposals to IUCN ("**Submission Deadline**") |
| 28/08/2024 | Clarification and evaluation of proposals |
| 30/08/2024 | Planned date for contract award |
| 14/09/2024 | Expected contract start date |

4.2. Send an email to the IUCN contact to register an email address to receive notifications or clarifications of this bidding process, bidders in turn will be able to confirm if they intend to submit a Proposal before the deadline indicated above.

4.3. IUCN reserves the right to issue responses to any question to all Bidders, unless the Bidder making the inquiry expressly requests, at the time of inquiry, that it be kept confidential. If IUCN considers the content of the question and/or the answer to be non-confidential, it will inform the Bidder, who will have the opportunity to withdraw the question.

4.4. At any time before the deadline for submitting Proposals, IUCN may amend the RFP and will send all Bidders who have notified their interest or, failing that, registered an email to receive notifications, and it will be disclosed in the media used. For this end.

4.5. If the amendment is substantial, IUCN may extend the deadline for submission of Proposals in order to allow Bidders a reasonable time to take the amendment into consideration in their proposals.

## 5. PRESENTATION OF THE PROPOSALS

5.1. The Bidder interested in submitting a Proposal must submit the following documents, in the order listed, placing:

### A. ADMINISTRATIVE REQUIREMENTS

a. Copy of identification document or passport (in case of being a foreigner)
b. Copy of legal invoice for fees collection.
c. Copy of resume

d. Letter of interest signed, indicating that the Consultant have read, understood and accept the content of these Terms of Reference. (Annex 2)
e. Signed Declaration of Undertaking (Annex 3a)
f. Human Resources Questionnaire filled and signed (Annex 4)

**FOR CONSULTANCY COMPANIES:**

a. Copy of Certification of Incorporation
b. Copy of identification document of the Legal Representative
c. Copy of legal invoice for fees collection.
d. Copy of resumes of the Consulting Team
e. Letter of interest signed, indicating that the Consultant have read, understood and accept the content of these Terms of Reference. (Annex 2)
f. Signed Declaration of Undertaking signed by the Representative of the Consulting Company or, in the case of a Consortium or group of Consultants, signed by each member indicating that they have read and understood the content of the Declaration (Annex 3b)
g. Human Resources Questionnaire filled and signed (Annex 4)

## B. TECHNICAL PROPOSAL:

i. The technical proposal must address each of the criteria listed below explicitly and separately, citing the reference number of the relevant criterion (Description column).

| | Description | Information to be presented | Relative importance (%) |
|---|---|---|---|
| 1 | *Methodology to be implemented* | A detailed description of work to be implemented; the procedure of the consultancy; Instruments and parameters to be used; and participants to be engaged. | *20%* |
| 2 | *Schedule with logical dimension of time* | A matrix of activities with scope of work and timelines to achieve the objective of consultancy | *20%* |
| 3 | *Experience*<br>*Masters' Degree in economics, finance or similar and any of the following field, business development, rural development agronomy, forestry, ecology, biodiversity conservation or any other related field*<br>*At least 5 years of experience in agribusiness, marketing, agronomy within St. Kitts and Nevis or the Eastern Caribbean countries*<br>*Proven experience in the design of sustainable financing program, preferably in the land-use sector and the Caribbeans.* | *Company Profile / CV / Responsible for the Consultancy* | *30%* |

| | | | |
|---|---|---|---|
| 4 | *Conceptual Review of the ToR* | An overview of the work based on existing information or studies | *30%* |
| TOTAL | | | *100%* |

i. IUCN will evaluate the technical proposals with respect to each of the criteria indicated in point i) and their relative importance.

ii. Proposals in any other format will significantly increase the evaluation time and therefore such proposals may be rejected at the discretion of IUCN.

iii. When resumes (CVs) are requested, these should be from the people who will perform the specified job. Persons submitted as part of the Proposal may only be replaced with the approval of IUCN.

iv. In the event that a company or group of consultants applies, in addition to the above information, the following must be specified:

- Responsible for consulting
- Composition of the consulting team, specialty of each member.
- Role and responsibility in the activities/products of each member in accordance with the TOR

## C. FINANCIAL PROPOSAL:

**Signed by the Proposer, indicating the value of professional services USD in numbers and letters.**

i. It will be considered that the prices presented include all the costs of fees, insurance, taxes, obligations and risks that must be considered for compliance with the Terms of Reference. IUCN will not accept charges beyond those clearly indicated in the Financial Proposal and that are eligible for the execution of the Contract.

ii. The Bidder will have to assume the payments corresponding to taxes according to regulations in force in its country; You will have to have health and life insurance up to date; and will assume the bank charges by transfer.

iii. If local or international trips must be made for the execution of this Contract, the costs will be paid by IUCN through reimbursement and will be governed by the IUCN per diem scale for food and lodging.

iv. Travel expenses related to the execution of this Contract will not exceed the total amount of **3234 USD** broken down as follows:

| **Expense type** | **Maximum amount** |
|---|---|
| Air travel | 1200 |
| Meals | 540 |
| Surface Transportation | 240 |
| Accomodation | 1254 |
| Other expenses (detailed) | N/A |

v. For reimbursement of travel expenses, the Proposer must submit a financial report with original invoices/receipts (e.g., transportation, lodging, food and incidentals) to the IUCN Contact Person, in the currency of the Contract, so that the corresponding reimbursement can be processed.

vi. Expenses related to vehicle maintenance, purchase of electronic equipment, cell phone expenses, consumption expenses or purchase of alcoholic beverages will be considered ineligible expenses.

vii. Breakdown of the Financial Proposal.

For information purposes, it is recommended that the details of the financial proposal be broken down as follows:

| | Description | Quantity | Unit price | Total price |
|---|---|---|---|---|
| 1 | | | | |
| 2 | | | | |
| 3 | | | | |

**USD currency*

5.2. Additional information not requested by IUCN should not be included in the proposal and will not be subject to evaluation.

## 6. SENDING

6.1. The Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be [RfP Reference – Proposer name]. The Proposer name is the name of the company/organisation on whose behalf the proposal is being submitted, or the surname of the Proposer in case is bidding as a self-employed consultant. The proposal must be submitted in PDF format. The Proposer 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 (e.g. Dropbox, Google Drive, etc)

**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.

## 7. ELIGIBILITY

7.1. Not applicable.

## 8. VALIDITY

8.1. The proposal must remain valid and capable of acceptance by IUCN for a period of 60 calendar days following the submission deadline.

## 9. WITHDRAWALS AND CHANGES

9.1. Proposers may freely withdraw or change their 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.

## 10. EVALUATION OF PROPOSALS

### 10.1. Completeness

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

### 10.2. Technical Evaluation

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

#### 10.2.1. *Scoring Method*

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

#### 10.2.2. *Technical Score*

The score for each technical evaluation criterion will be multiplied with the respective relative weight and these weighted scores added together to give the proposal’s overall technical score.

### 10.3. Financial Evaluation and Financial Scores

The financial evaluation will be based upon the full total price submitted. Financial proposals will receive a score calculated by dividing the lowest financial proposal that has passed the minimum quality thresholds by the total price of your financial proposal.

**The proposals total score will be calculated as the weighted sum of the technical score and financial score.**

The relative weights will be:

**Technical: 70%**
**Financial: 30%**

Subject to the requirements in Sections 5 and 7, IUCN will award the contract to the Proposer whose proposal achieves the highest total score.

## 11. EXPLANATION OF PROCUREMENT PROCEDURE

11.1. IUCN is using an Open Procedure for this procurement. This means that only invited bidders may submit a proposal.

11.2. 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. 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 in this RfP. No other criteria will be used to evaluate proposals. The contract will be awarded to the Proposer whose proposal received the highest Total Score. IUCN does, however, reserve the right to cancel the procurement and not award a contract at all.

11.3. IUCN will contact all Proposers who submitted their proposal to inform them of the outcome of the evaluation. The timeline in Section 3.1 gives an estimate of when the contract award is expected to be completed, however this date may change depending on how long the evaluation of the proposals takes.

## 12. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

12.1. To participate in this procurement, the Proposers are required to submit a proposal, which fully complies with the instructions in this RfP and the Attachments.

12.1.1. It is responsibility of each Proposer to ensure the submission of a complete and fully compliant proposal.

12.1.2. Any incomplete or incorrectly completed proposal submission may be deemed non-compliant, and as a result will not be consider to proceed further in the procurement process.

12.1.3. IUCN will query any obvious clerical errors in a proposal and may, at IUCN's sole discretion, allow a Proposer to correct these, but only if doing so could not be perceived as giving an unfair advantage.

12.2. In order to participate in this procurement, the Proposer must meet the following conditions:

- Free of conflicts of interest
- Registered on the relevant professional or trade register of the country in which is established (or resident, if self-employed)
- In full compliance with its 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 professional conduct
- Not involved in fraud, corruption, a criminal organisation, money laundering, terrorism, or any other illegal activity.

12.3. Each Proposer 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 Proposer 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 Proposer's participation to be disqualified.

12.4. By taking part in this procurement, the Proposer 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 Proposers 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.

## 13. CONFIDENTIALITY AND DATA PROTECTION

13.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information a Proposer submits to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate the 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 the proposals 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.

13.2. In the Declaration of Undertaking (Attachment 3) the Proposer needs to give IUCN express permission to use the information submitted in this way, including personal data that forms part of the proposal. Where a Proposer include personal data of employees (e.g. CVs) in the proposal, the Proposer needs 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 the proposal.

## 14. COMPLAINTS PROCEDURE

14.1. If a Proposer has a complaint or concern regarding the propriety of how a competitive process is or has been executed, then please contact sofiamariela.madrigal@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).

## 15. CONTRACT

15.1. The contract will be based on IUCN's template which terms of which are not negotiable.

## 16. ANNEXES

***Annex 1*** *Specification of Requirements / Terms of Reference*

***Annex 2*** *Letter of Interest*

***Annex 3*** *Declaration of Undertaking (select 2a for companies or 2b for self-employed)*

***Annex 4*** *Human Resources Questionnaire*

***Annex 5*** *Executive summary of the Crop Market Suitability and Economic Cost-benefit Analysis of Sustainable Land Management Practices in Saint Kitts and Nevis*

**ATTACHMENT 1**
**TERMS OF REFERENCE**

**The Regional Office for Mexico, Central America and the Caribbean of the International Union for the Conservation of Nature**

**(IUCN-ORMACC)**

**REQUIRES**

**PROFESSIONAL CONSULTANCY SERVICES**
**FOR**

"Developing a financial programme for Sustainable Land Management and Climate-Smart Agriculture practices"

| | |
|---|---|
| **Type of Contract:** | Professional Consultancy Services |
| **Period:** | 5 months |
| **Availability:** | Immediate |
| **Person Responsible for Supervision:** | Tony Nello, Thematic Expert in business engagement for nature-positive actions |

## BACKGROUND AND JUSTIFICATION

### 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 some 18,000 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**

The economy in St. Kitts and Nevis (SKN) has undergone a radical transformation during the last sixteen years, which has changed the islands' land-use patterns and pressures on its ecosystems. Sugarcane long dominated the landscape, particularly on the island of St. Kitts, but as a result of unfavourable trading terms, the industry was closed in July 2005. To diversify the economy, land use zoning has been modified to allow for non-agricultural uses of former sugarcane lands, such as the construction of homes, tourism facilities, schools, commercial & industrial sites, etc. More broadly, SKN has transitioned rapidly towards a more service-oriented economy. This rapid growth comes with sustainable development challenges, as it relates to land use planning and sustainable use of natural resources.

The Global Environment Facility-funded Project, **Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis** aims to support SKN to address the drivers of development which have adverse impacts on land and other natural resources as a result of competing demands and reorient all sectors of the economy towards sustainable resource use policies and practices, which together can provide economic opportunities for the country's population while also sustaining ecosystem services and globally significant biodiversity. The Project Objective is to transform degraded forest landscapes areas into biodiversity and climate-friendly areas of sustainable agricultural/agroforestry production.

To achieve these primary goals, the project has three main Components:

- Component 1: Integrated and strengthened environmental planning and management on the islands of SKN to support island sustainability.
- Component 2: Mainstreaming Biodiversity (BD) conservation, Sustainable Land Management (SLM) and Climate Change Mitigation (CCM) into key development and resource management sectors; and
- Component 3: Increased awareness and understanding of issues related to SLM, BD Conservation, and Climate-Smart Agriculture (CSA).

The Global Environment Facility (GEF) with the approval of the Government of SKN (GOSKN) has selected the United Nations Environment Programme (UNEP) as the Implementing Agency of the project; as well, the GOSKN has selected the **International Union for Conservation of Nature Regional Office for Mexico, Central America and the Caribbean (IUCN-ORMACC)** as the Executing Agency.
The GSKN, in partnership with bilateral and multilateral development partners, has provided substantial assistance to both farmers and agro-processors. For example, the Government of the Republic of China (Taiwan) has supported agro-processing to create more opportunities to sell to the local market and to expand exports to other islands. The Development Bank of St. Kitts and Nevis (DBSKN) has developed a number of financial mechanisms to provide funds for on-lending from the

locally founded Sugar Industry Diversification Foundation (SIDF) to micro, small and medium agro-businesses, as well as opportunities provided through a partnership with the Government of the Bolivarian Republic of Venezuela. The GSKN continues to provide assistance on an on-going basis to both farmers and agro-processors through the provision of inputs (seeds, materials, small supplies etc.) as well as training in bookkeeping, improved business practices, and cultivation of new crops and/or processing of new value added products. These programmes will continue as the GSKN continues to advance the development of the agriculture sector and to diversify products to meet the requirements of the population and ensure food security

This TOR is issued under Component 2 subsection 2.2 of the project which focuses on the mainstreaming of Biodiversity (BD) conservation, Sustainable Land Management (SLM), and Climate Change Mitigation (CCM) into key development and resource management sectors. This consultancy will specifically develop a financing program as a protocol of compliance to SLM best practices that will be linked to access to markets and micro-loans, among others. In a previous consultancy, the project completed a Cost Benefit Analysis of the SLM practices as an input for the design of the financing programme.

## OBJECTIVES OF THE CONSULTANCY

### 2.1. General:

- To develop a financial mechanisms program based on existing programs and new options to providing farmers access to markets, micro-loans and marketing of products, and considering the results of the Cost Benefit Analysis of SLM practices.

### 2.2. Specific:

a) Conduct a review of key actors involved in existing credit facility and access mechanisms, including relevant existing incentive (subsidy support) schemes, suppliers and buyers relevant to SLM interventions in the twin-island Federation of St. Kitts and Nevis and prepare a stakeholder engagement plan.

b) Engage the main buyers, suppliers and financing organizations for crops considered under proposed SLM interventions and identify existing and potential best practices to favour market access of products sourced from areas adopting SLM and enhanced access to loans and incentives.

c) Formulate recommendations and a pilot financing program for SLM practice adoption considering credit access schemes, subsidies programs and strategies for market access and validate those with key stakeholders through consultation.

## EXPECTED DELIVERABLES

| No. | Deliverable | Description |
|---|---|---|
| 1 | First report on SLM investment needs, key market players, financing organizations for SLM, | The report shall include:<br>• List of main organizations providing funding, incentives, or support to market access to |

| | | |
|---|---|---|
| | and stakeholder engagement plan. | selected value chains associated with SLM[1], including DBSKN, SIDF, the Department of Agriculture, the Departments of Environment and Climate Action.<br>• List of main buyers (retail outlets, hotels, tourism companies) and suppliers for selected crops and SLM and their basic characteristics<br>• A table where for each SLM, key investments (input, equipment, labour) are associated with potential or existing financial mechanisms and funding source, including producer's counterpart (e.g. in-kind).<br>• A stakeholder engagement plan. |
| 2 | Second report of the main buyers and suppliers of crops and livestock considered under SLM interventions and identify existing and potential best practices to favour market access. | A report with<br>• Semi-structured interview framework and/or workshop terms of reference for stakeholders' engagement<br>• Detailed description of the main buyers (retail outlets, hotels) and suppliers for selected crops and livestock associated with SLM practices, including suppliers needs to access funding and market, and findings of direct engagement with key actors supporting farmers market access.<br>• Key findings of stakeholders' engagement. The report shall contain a detailed description of relevant existing credit facility and access mechanisms, including relevant existing incentive (subsidy support) schemes available and potential for SLM. The report shall outline potential or existing best practices to enhance market access and financing for SLM adopters. |
| 3 | Third report with recommendations and a pilot financing program for SLM practice adoption considering credit access schemes, subsidies programs and strategies for market access. | The report shall include:<br>• Detailed recommendations for SLM practice adoption within 1. credit access schemes and 2. market access building on corporate services responsibility in encouraging the purchase of good sourced from areas under SLM. The recommendations shall describe the potential changes to be made to existing credit and subsidies schemes so that SLM adopters obtain preferred conditions when accessing those. In addition, |

[1] The crop rotation considered under the SLM are 1) sweet potatoes with cucumber and pumpkin; 2) watermelon, sweet pepper, and cabbage; and 3) tomatoes, carrots, and peanuts, as well as ruminant livestock of goat and sheep. SLM practices include rainwater harvesting, soil and water conservation, agroforestry, tillage, and residue management. Further information is available in annex 5.

| | | |
|---|---|---|
| | | recommendations shall also propose innovative procurement procedures for key buyers to provide enhanced access to market to SLM adopters.<br><br>• Proposal for structuring a pilot financing program implementing the recommendations for enhanced credit and market access to a targeted number of farmers for a validation/test. The report shall describe roles of all institutions, companies, farmer organizations and their expected contributions (in-kind, technical assistance, reimbursable or non-reimbursable fund), a workplan with SMART indicators of the pilot financing program and potential financing source to leverage (multilateral, bilateral donors, multilateral development banks, private investments) |

## INTELECTUAL PROPERTY

All Intellectual Property rights conceived or made by the Consultant / Consulting Firm in the course of providing the Services will belong to IUCN.

## SCHEDULING AND TIMETABLE FOR DELIVERING PRODUCTS

### 5.1. Activities and programming

| Specific objectives | Activities | Months | | | | |
|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| a) Conduct a review of key actors involved in existing credit facility and access mechanisms, including relevant existing incentive (subsidy support) schemes, suppliers and buyers relevant to SLM interventions in the twin-island Federation of St. Kitts and Nevis and prepare a stakeholder engagement plan. | • Review the products of past studies shared by IUCN, including all products of the “Crop Market Suitability and Economic Cost-benefit Analysis of Sustainable Land Management Practices in Saint Kitts and Nevis”.<br>• Using the excel spreadsheets detailing the costs of SLM, design a table where for each SLM, key investments (input, equipment, labour) are associated with potential or existing financial mechanisms.<br>• Through literature review, interview and direct communication (emails, virtual interview), list main organizations providing funding, incentives and/or support to market access, including corresponding regulations (tariffs, WTO regulations) to selected value chains associated with SLM[2], including DBSKN, SIDF, credit unions, the Department of Agriculture, the Departments of Environment and Climate Action.<br>• List the main buyers (retail outlets, hotels, tourism companies) and suppliers (agricultural businesses, or association such as the New River Farmers Association and cooperatives) or agri-food processors (e.j. Fahies Agricultural Women’s Cooperative) and for selected | | | | | |

[2] The crop rotation considered under the SLM are 1) sweet potatoes with cucumber and pumpkin; 2) watermelon, sweet pepper, and cabbage; and 3) tomatoes, carrots, and peanuts, as well as ruminant livestock of goat and sheep. SLM practices include rainwater harvesting, soil and water conservation, agroforestry, tillage, and residue management. Further information is available in annex 5.

| | | | | | | |
|---|---|---|---|---|---|---|
| | crops and livestock considered under SLM practices and their basic characteristics (geographical coverage, relevance for each SLM intervention).<br>• Design a stakeholder engagement plan detailing the timeline for stakeholder consultation of Saints Kitts and Nevis to collect input on needs and potential for developing financing mechanisms supportive of SLM, validate proposed financing mechanism, and the corresponding pilot program.<br>• Validate with IUCN the list of stakeholders to be engaged and means (bilateral interview, virtual meeting, workshop) as part of the stakeholder engagement plan. | | | | | |
| b) Engage the main buyers, suppliers and financing organizations for crops and livestock considered under proposed SLM interventions and identify existing and potential best practices to favour market access of products sourced from areas adopting SLM and enhanced access to loans and incentives. | • Elaborate a semi-structured interview framework or workshop terms of reference for stakeholders' engagement, including farmer organizations, buyers of products derived from land under SLM, financing organizations and providers of technical assistance (e.g. department of agriculture).<br>• Engage with key staff (public relationship, procurement, sustainability officers) of selected buyers (retailers, institutional food service, mass catering, hotels) and suppliers to assess their needs to access funding and market, and to which extent those may be enhanced for farmers adopting SLM.<br>• Engage with key actors supporting farmers market access, including the department of agriculture through bilateral meeting and correspondence as need be.<br>• Engage with key financial organizations, including DBSKN, SIDF, to compile basic elements of their coverage such as clients/loans portfolio, annual budget/turnover, number of employees, financial products offered to farmers of supply chains considered under SLM.<br>• Write a report summarizing main findings of stakeholders' engagement. The report shall contain a detailed description of relevant existing credit facility and access mechanisms, including relevant existing incentive (subsidy support) schemes available and potential for SLM. | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| c) Formulate recommendations and a pilot financing program for SLM practice adoption considering credit access schemes, subsidies programs and strategies for market access and validate those with key stakeholders through consultation | • Develop recommendations to improve financial products (loans, guarantees fund) and incentives (technical assistance, provision of input/equipment, land concessions) for increasing access to finance of SLM adopters, including both farmers and organizations or communities' representatives.<br>• Develop recommendations to improve market access of farmers adopting SLM considering key buyers (retailers, institutional food service, mass catering, hotels).<br>• Organize consultations on recommendations with key stakeholders to receive feedback on their feasibility and potential piloting.<br>• Develop a pilot financial program for enhancing access of communities adopting SLM to both market and funding (credits, subsidies). The financial program shall cover all SLM interventions, include a detailed workplan with roles and contributions of stakeholders for a minimum of three years, and provide a long-term vision for scaling-up (year 4-10).<br>• Validate the pilot financing program with IUCN and key partners, including the Government of Saint Kitts and Nevis, financial and value chains partners. | | | | | |

**5.2. Timetable for delivery of products**:

| Products | Expected date of delivery | Percentage of pay |
|---|---|---|
| **1 - First report on SLM investment needs, key market players, financing organizations for SLM, and stakeholder engagement plan.** | Four (4) weeks after the signing of the contract by both parties. | 20% |
| **2 - Second report of the main buyers and suppliers of crops and livestock considered under SLM interventions and identify existing and potential best practices to favour market access.** | Twelve (12) weeks after the signature of the contract by parties. | 40% |
| **3 – Third report with recommendations and a pilot financing program for SLM practice adoption considering credit access schemes, subsidies programs and strategies for market access.** | Twenty (20) weeks after the signature of the contract by parties | 40% |

*- All products will be paid once delivered to IUCN's complete satisfaction.*
*-Disbursements will depend on the availability of funds from the donor.*
*-The consultant / consulting firm must consider in the technical proposal the modification of some deliverables during the execution of the contract, if it is necessary, to adapt some results, without affecting the amount of the original contract.*

## d) TECHNICAL PROFILE

For the development of this consultancy, the following profile is required:

- *Academic degree: Masters' Degree in economics, finance or similar and any of the following field, business development, rural development agronomy, forestry, ecology or any other related field*
- *At least 5 years of experience in agribusiness, marketing, or agronomy within St. Kitts and Nevis or the Eastern Caribbean countries.*
- *Proven experience in designing financial mechanisms and program to support sustainable landscape management practices, at subnational, or national level, preferably in Eastern Caribbean countries.*
- *Ability and excellence in English oral expression and writing skills. Spanish would be a plus*

## e) PERIOD AND COORDINATION

The period of the consultancy will be 5 months.

**Form of work:** The consultant(s) should work in close collaboration with ORMACC Thematic expert in business engagement for nature-positive actions and the IUCN Project Coordinator. Consultation and engagement of national authorities should be done in coordination with the Project Coordinator.

## ANNEX 2: LETTER OF INTEREST

Fill in the information in blue

[Place and date]

TO: [IUCN]

The undersigned, [name of the professional], after having examined the Terms of Reference for the Contracting of the Professional Consulting Services for (name of the consultancy) and offers to perform these services in accordance with the call for date ________.

The attached Financial Proposal is for the total sum of [amount in letters and figures], which includes all taxes required by law.

The period of time in which the signatory of this document agrees to provide the services is from the date of signing the contract, until the date of termination thereof, without price variation, unless modifications are made resulting from contract negotiations.

The undersigned declares that all the information and statements made in the submitted proposals are true and that any misinterpretation contained in them may lead to disqualification.

Cordially,

Signature___________________________________________

Full name of the proposer or legal representative _________________________________

**ATTACHMENT 3a – SELF-EMPLOYED PROPOSER**

**DECLARATION in relation to RfP <Consultancy Service for Developing a financial programme for Sustainable Land Management and Climate-Smart Agriculture practices >**

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. I acknowledge that IUCN is required to retain my 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 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>

## ATTACHMENT 3b - For Consulting Companies

**DECLARATION in relation to RfP <Consultancy Service for Developing a financial programme for Sustainable Land Management and Climate-Smart Agriculture practices >**

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 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 >

**ATTACHMENT 4: HUMAN RESOURCES QUESTIONNAIRE**

# HR Questionnaire for Consultancy Contracts

**Consultant / Company Name** ______________________________________________

**Country of Residency** ______________________________________________

**Required Checks**

| | Yes | No |
|---|---|---|
| Are payments linked to deliverables? | ☐ | ☐ |
| Does the consultant have official invoices? | ☐ | ☐ |

**Required documents**

| | Yes | No |
|---|---|---|
| Professional insurance/medical insurance policy statement, valid during the project's execution term | ☐ | ☐ |
| Civil responsibility policy: should include at least coverage for physical injuries and/or death of third persons, and coverage for damages to others' property | ☐ | ☐ |

***The Consultant understands that, in case of answering NO to any of the previous questions, it is his/her responsibility to assume any legal implication or cost that is derived from it to the detriment of IUCN.***

**Other Assignments**

Name other organizations for which the consultant has previously worked for:

Previous assignments with the IUCN (please indicate the last three):
1.
2.
3.

Are you currently working on a consulting with IUCN? If so, please specify the name of the consultancy, the person responsible for the consultancy and the end date.

***For Self-Employed Consultants:***

**Is the Consultant part of one of IUCN Commissions?**

Yes ____ No _____

If so, please indicate which of the following Commissions:

_____ World Commission on Protected Areas
_____ International Law Commission
_____ Species Survival Commission
_____ Commission on Ecosystem Management
_____ Commission on Education and Communication
_____ Commission on Environmental, Economic and Social Policy

***For Consultant Companies:***

Is the Company/Organization an IUCN Member?

Yes _____ No_______

Consultant Signature: ____________________________
Date: _________________________

**Annex 5**

Executive summary of the Crop Market Suitability and Economic Cost-benefit Analysis of Sustainable Land Management Practices in Saint Kitts and Nevis

Saint Kitts and Nevis (SKN) had to undergo a rapid economic transformation after the sugar cane industry closed in 2005, leading to radical changes in the agricultural landscape and the environment. Most food is imported, but efforts are underway to enhance sustainable agricultural production in the country. In this context, the project “Improving Environmental Management through Sustainable Land Management in St. Kitts and Nevis,” funded by the Global Environment Facility and implemented by UICN (International Union for Conservation of Nature) in coordination with the government of SKN, aims to transform degraded landscapes into sustainable agricultural, livestock, mangrove, and forest areas that are friendly to biodiversity and the climate. Actions include promoting and implementing sustainable land management (SLM) practices, including rainwater harvesting, soil and water conservation, agroforestry, tillage, and residue management. In that regard, this report aims to provide the results of a Cost Benefit Analysis (CBA) considering the SLM practices' financial and social impacts and ecosystem services.

A long list of commercially viable agricultural products was identified, which was reduced to four production systems with the support of farmers, farmer´s associations, extension agents, and government officials from the Ministry of Agriculture. The most commercially viable production system identified included the crop rotation of 1) sweet potatoes with cucumber and pumpkin; 2) watermelon, sweet pepper, and cabbage; and 3) tomatoes, carrots, and peanuts. Also, small ruminant livestock of goat and sheep was identified as an important sector. Other areas with proposed SLM interventions included mangroves and areas for Assisted Natural Regeneration (ANR).

The proposed area for SLM intervention totals 4,447 acres, of which agriculture represents 53%, followed by the area for small ruminant livestock with 28%, and the rest is ANR and mangrove. In agriculture, the crop rotation with sweet potatoes represents the biggest intervention, with 1,450 acres, followed by the crop rotation with watermelon. These areas were mapped across the federation with the support of the Ministry of Agriculture, surveys, and public data.

In order to improve the financial, social, and environmental performance of the selected SKN productive landscapes, it is proposed to implement a series of SLM practices in the selected areas. For the rotational crops, these interventions included rainwater harvesters, drip irrigation, contour farming, reduced-till farming, coconut-based agroforestry, ground cover, and soil conservation with buffer strips with trees, bushes, or rocks. For the small ruminant, the SLM practices included intensification practices such as fencing with Gliricidia Sepium trees, rotational grazing, forage bank, and silage production.The interventions in the ANR areas included fencing against grazing animals, establishing native trees, and cleaning and maintaining designated areas. Mangrove interventions included developing and planting mangrove seedlings and improving the hydrological exchange between ponds and the sea.

The selected cropping areas also consider electric fencing against the green vervet monkey since about 75% of farms face economic losses due to monkeys raiding. The impact of the green vervet monkey raiding depends on the crop sugar content, season, and proximity of the farm to monkey areas. Thus, the average impact on yield was estimated in the range of 15% to 40%.

The Business as Usual (BAU) scenario's annual cost and benefits per acre for agricultural crops, livestock, mangroves, and natural regeneration were estimated. For the last two, the cost and benefit were zero since no interventions were made in the BAU. The net income values of agricultural crops are substantially higher than small ruminant livestock, mainly due to the extensive livestock production

systems. The watermelon, sweet pepper, and cabbage rotation system generates more revenue, while the sweet potatoes, cucumber, and pumpkin rotation system generates more net benefits.
The investment needed to establish sustainable land management practices at the farm level varies. For agricultural crop systems, the upfront implementation cost varies between 27,000 and 22,000 XCD/acre. In the case of livestock, the cost of implementing SLM practices per acre is only XCD 678. The estimated total costs for implementing SLM in mangroves and the area assigned for assisted natural regeneration are XCD 216 and XCD 146 per acre, respectively. All interventions have maintenance costs that propagate through time.
Several major assumptions were made to estimate the SLM scenario's financial benefits: 1) **SLM – Water harvesting and irrigation**: It is assumed that implementing small-scale drip irrigation after water harvesting will increase yield by 20% compared to the baseline, varying from 15-30%, and materialize over two years. 2) **SLM—Soil conservation practices:** Implementing conservation practices such as contour farming, buffer strips with trees, bushes, or rock, and tillage conservation is assumed to increase productivity by 5% compared to the baseline, varying from 2 to 7%, which materializes over five years. 3) **Fence structure to protect crops against monkey raiding** is assumed to decrease monkey impact on yield to only 3%-8% over a period of three years, depending on the crop.

The marginal effect of the SLM practices on the costs and benefits was estimated for ten years, taking the difference between the BAU and SLM scenarios. Then, financial indicators per acre, resulting from the implementation of the SLM practices, were estimated. The NPV ranged from XCD 181,493 to -238, the IRR ranged from 82% to 34%, and the C/B ration ranged from 4.56-1.56. The SLM intervention for the rotational crop system generated the highest financial indicators. The SLM intervention on livestock was less profitable but still positive. In the case of mangrove and area for ANR, the financial indicators were negative because no economic benefits were identified.
Regarding the financial sensitivity analysis, the SLM intervention **on Watermelon, Sweet Pepper, and Cabbage** was the most robust in terms of price and yield decrease than the other crop rotation systems. Another dimension of sensitivity is the discount rate, which was assumed to vary from 3 to 30%. As the discount rate increases, the NPV and C/B values decrease, but not as much as to render the SLM practices unprofitable.
Regarding job creation due to SLM practices implementation, the highest contribution to labor is made by implementing SLM on the watermelon rotation. Implementing SLM practices on goats and sheep farming generates less labor per acre than crop rotations. SLM implementation on mangroves and areas for ANR generates some labor but not as much as the SLM implemented in food production systems. At the national level, considering all the areas selected for SLM intervention, the total number of jobs created due to the SLM interventions is about 928 full-time jobs.
SLM intervention also contributes to closing the deficit in the food categories defined by the SKN health department. The SLM helps to increase food supply in key food categories by 27% to 100%, with watermelon crop rotation making the highest contribution to food security. The SLM intervention contributed the most to the vegetable food security category. Staple incremental supply is also significant because of the SLM intervention on sweet potatoes and pumpkins. Livestock has the lowest contribution since livestock production in SKN is mostly extensive.
SLM interventions delivered environmental Co-benefits, which were estimated, including sediment export, flood reduction, and water infiltration.
Another important step of the multicriterial analysis is the weighing of criteria provided by stakeholders, which guides the prioritization of areas for SLM interventions.
Two workshops were conducted in Saint Kitts and in Nevis. Additional consultations were conducted online. About 44 stakeholders were provided with the question, **which are the areas with the highest priority for you**, classifying it from 1 to 10, where 10 is the highest priority. The results show that

food security is the most valued indicator by stakeholders, followed by water infiltration, job creation, and then financial indicators.

The next steps include promoting, financing, and transferring the SLM practices. It was assumed that the transfer and adoption of SLM practices occur gradually over a ten-year period, following the principles of technology diffusion. In the early years of interventions, the uptake by farmers of SLM practices is assumed to be small, which increases through time. Most of the adoptions of SLM are expected to materialize during years 3-7. The same rate of adoption is assumed for mangroves and the area assigned for ANR.

The investment required to implement the SLM practices at the landscape level is substantial. In total, there is a need for XCD 57 million to implement the SLM over a period of 10 years in the selected 4,448 acres, where 98% is required for crops, 1.5% for livestock, and the rest for mangrove and ANR-assigned areas. The investment need is small in the early years of interventions, speeding up in years three to seven and reducing in the later intervention years. The highest investment requirement to implement SLM practices (58%) goes for the sweet potatoes rotational system, since more area is dedicated for this crop. Livestock only required 1.5% of the total investment due to the nature of the extensive livestock system.

The promotion and adoption of SLM require a marginal increase in technical assistance service. About eight additional technicians are required to train and assist farmers in the adoption. A yearly budget of XCD576,000 was estimated, including personnel, training material, logistics, transportation, and equipment.