



Request for Proposals (RfP)

International Consultancy supporting development of GEF SGP CSO Challenge Program full-sized project

IUCN NARU Office, Multilateral Finance Unit
RfP Reference: IUCN-25-01-P05022

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: Joshua Schneck, Portfolio Manager Global Initiatives,
joshua.schneck@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
January 20, 2025	Publication of the Request for Proposals
January 24, 2025	Deadline for expressions of interest
January 24, 2025	Deadline for submission of questions
January 27, 2025	Planned publication of responses to questions
February 3, 2025	Deadline for submission of Proposals to IUCN (" Submission Deadline ")
February 5-12, 2025	Interviews
February 12, 2025	Planned date for contract award
February 13, 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:

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

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.

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

	Description	Information to provide	Relative weight
1	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation of the project?	Clearly defined, appropriate/feasible, and well-written technical proposal describing work activities and sequencing to achieve outputs and objectives of this Consultancy	30%
2	Does the bidder's past performance demonstrate recent proven experience doing work relevant to the assignment?	Strong track record of success in undertaking and delivering similar assignments as evidenced by Firm's/Consultant's record of experience	30%
3	Do the bidder and the proposed personnel have the specific technical and thematic expertise for the assignment?	CVs of proposed team	20%
4	Do the bidder and the proposed personnel have experience conducting GCF and/or GEF evaluations?	Firm's/Consultant's record of 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. **The total anticipated budget for this consultancy is a maximum of USD 65,000.**

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 Proposal.

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.

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: 70%
Financial: 30%

Thus, for example, if your technical score is 83% and your financial score is 77%, you will receive a total score of $83 * 70\% + 77 * 30\% = 58.1\% + 23.1\% = 81.2\%$.

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 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.

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 1. Terms of Reference

Terms of Reference

International Consultancy supporting development of SGP CSO Challenge Program full-sized GEF project

Overview

These Terms of Reference (TORs) describe the key objectives and deliverables supporting full development of the **GEF Small Grants Program CSO Challenge Program (SGP CSO Challenge Program)**.

The SGP CSO Challenge Program (GEFID 11757) project proposal (PIF), developed by IUCN and partners, was approved by the GEF Council on December 16, 2024. This IUCN-led program seeks to incentivize, support and scale up promising and high-impact CSO-led solutions to environmental challenges, particularly those from youth, women, and Indigenous Peoples and Local Communities (IPLCs), for the benefit of people and planet.

As per the GEF and IUCN project cycle, the next and final stage in project development is for IUCN to lead development and submission of a fully developed GEF CEO Endorsement Request, IUCN project document, and all required annexes and analyses sufficient to achieve GEF CEO Endorsement. To ensure this program is operational in time for the upcoming IUCN World Conservation Congress and to engage with other relevant GEF-8, IUCN and partner programming, IUCN seeks to achieve **GEF CEO Endorsement no later than June 30, 2025**. Included in these TORs is all work to respond to any and all GEF Secretariate review requests to revise submitted project documents and annexes as needed to address any concerns or needs to achieve GEF CEO Endorsement.

This final development work is supported by a GEF project preparatory grant (PPG) under implementation by IUCN.

Key deliverables defined in these TORs to be developed by the Consultant/Firm and provided to IUCN include:

1. **Facilitated stakeholder consultations** to strengthen development and ownership of the program and define potential partnerships supporting the program. The outcomes of these stakeholder consultations are to be recorded in an updated *Stakeholder Engagement Plan* that will guide continuing stakeholder consultation and engagement during program implementation.
2. **Identification of a suitable Lead Execution Agency** including defining TORs and selection criteria; conduct a scoping exercise to ensure potentially well aligned firms/organizations are notified of the EOI; and support selection of lead executing agency under direction of IUCN including performing due diligence as needed
3. **Design and development of Call for proposals from CSOs under Output 1.1. of the program** including communication materials, an *informational video*, TORs, dissemination plan, and system for uploading and reviewing proposals.
4. **Development of an efficient process, workflow and logistics for grants management** including contracting, disbursement, embedding of program supports, monitoring and reporting, Knowledge Management. The approach to Program contracting and granting should be captured in a sufficiently detailed *SGP CSO Challenge Program Operations Manual*.
5. **Development of Program Supports under Program Components 2 and 3** including
 - o **Scoping paper** identifying existing learning resources (inside and outside of IUCN) that can support development of *SGP CSO Challenge Program Support Guidebook*
 - o **Draft CSO Challenge Program Support Guidebook** (see Annex 1 for details)

6. **Project Document** (using IUCN template) and **GEF CEO Endorsement Request** with additional analysis and sections responding to GEF Sec PIF review comments including:
- ESMS/Gender components and
 - Revised, more detailed calculations on GEB estimates
 - Additional analysis on prioritizing youth, women, IPLCs
 - Measures to prioritize youth, women, IPLCs

Background

The SGP CSO Challenge Program is an initiative of GEF Small Grants Program (SGP) 2.0 to pilot and test complementary approaches to achieve Global Environmental Benefits (GEBs). The proposed design and approach have been made in accordance with the GEF SGP Implementation Arrangements for GEF-8 (GEF/C.63/06/Rev.01). The Program will establish a competitive mechanism with the objective “to identify, reward and support high impact innovative environmental approaches and solutions spearheaded by civil society organizations and actors.” The Program will prioritize youth and youth-led CSOs, women and women groups as well as Indigenous Peoples and Local Communities (IPLCs) and offer finance, on-demand technical support and training, and opportunities for knowledge creation, awareness raising, and peer-to-peer learning supporting replication and scaling up of CSO-led environmental solutions.

The Program will support implementation of a global, transparent, open call for proposals to identify projects and grantees directly from proponents. The selection of projects will ensure a global balance, including a subnational, national, regional and global reach, as well as balance among the 5 eligible SGP priority areas¹. Total direct grant investment in winning CSO initiatives will total 72% of GEF CSO Challenge Program resources, with the maximum grant to any single winning initiative limited to \$300,000 USD. It is anticipated that a minimum of 30 CSO-led initiatives from no fewer than 25 different countries will be supported.

The SGP CSO Challenge Program will utilize the SGP 2.0 Results Framework and fulfill the monitoring, evaluation and reporting requirements defined in the GEF SGP 2.0 Operational Guidelines. Anticipated results include 12,000 ha of land and ecosystems under restoration, 159,000 ha of landscapes under improved practices, and 25,000 direct beneficiaries, of whom 12,500 are women.

Duties and Responsibilities

The consultant will carry out the activities further defined in the Work Plan (Annex 1), and according to the timeframe indicated in the Gantt chart (Table 4).

¹ The five SGP 2.0 strategic areas are: (i) community-based management of threatened ecosystems and species; (ii) sustainable agriculture and fisheries, and food security; (iii) low-carbon energy access and co-benefits; (iv) local to global coalitions for chemicals and waste management; and (v) catalyzing sustainable urban solutions

Annex 1: Work Plan

I. Facilitated, robust stakeholder engagement and integration of stakeholder feedback into final design of SGP CSO Challenge Program

Objective 1: The objective of this PPG-stage activity is to support strengthened design, implementation ownership, and sustainability of the SGP CSO Challenge Program at both global and sub-project levels by ensuring wide consultations and dialogue with relevant program stakeholders and ensuring that key stakeholder recommendations are integrated into the final design of the SGP CSO Challenge Program.

As shown in Table 1, one activity and several sub-activities are needed to achieve Objective 1.

Table 1. Activities, Sub-activities and Outputs to achieve PPG Objective 1.

PPG Activity	Sub-activities and Outputs
<p>Activity 1.1: Facilitated Stakeholder consultations</p>	<ul style="list-style-type: none"> - 1.1.1: Identification of key stakeholder groups – using existing <i>Stakeholder Engagement Plan</i> as starting point (October 21, 2024, part of submitted PIF package to GEF), engage with existing GEF SGP Agency and program partners to assess groups to be consulted with during PPG development and program implementation. Identified groups and leads to be recorded in a revised <i>Stakeholder Engagement Plan</i> - 1.1.2: Online survey to solicit inputs on program design and approach from a wide body of stakeholders, including those unable to join and/or not suited for inclusion in <i>SGP CSO Challenge Program Development Working Group</i> - 1.1.3: Facilitated stakeholder consultations – including online development inception meeting and final review call with SGP CSO Challenge Program Development Working Group - 1.1.4: Revised Stakeholder Engagement Plan – documenting all stakeholder engagement activities that have occurred on SGP CSO Challenge Program development from inception through PPG; key recommendations from key stakeholders (included in an Annex); and revised <i>Stakeholder Engagement Plan</i> for program implementation going forward

II. Identification of a suitable Lead Execution agency and program delivery mechanisms

Objective 2: The objectives of this group of PPG-stage activities is the identification of a suitable organization to manage lead execution of the program; design and development of the call for proposals from CSOs and related supports; and development of an efficient process, workflow and logistics for grants management with selected CSOs supported by the Program.

As shown in Table 2, three sets of activities and sub-activities are needed to achieve Objective 2.

Table 2. Activities, Sub-activities and Outputs to achieve PPG Objective 2.

PPG Activity	Sub-activities and Outputs
<p>Activity 2.1: Identification of a suitable organization to manage lead execution of the program</p>	<ul style="list-style-type: none"> - 2.1.1: Lead Executing Agency scoping brief – In consultation with GEF and SGP partners, identify through desk-based research and digital/phone consultations potentially suitable firms that could serve as lead Executing Agency for the SGP CSO Challenge Program - 2.1.2: Define TORs for Lead Executing agency – with selection criteria to include experience in managing similar types of programs with CSO beneficiaries and demand-driven capacity building using pool of innovation mentors and coaches; ability to operate globally, ability to develop and present high-level events, and more - 2.1.3: Support selection of Lead Executing agency – under direction of IUCN including performing due diligence as needed depending upon the size and nature of the applicants
<p>Activity 2.2: Design and development of the call for proposals from CSOs and related supports</p>	<ul style="list-style-type: none"> - 2.2.1: Development of Call for Proposals from CSOs under Output 1.1 of the PIF – describing Program objectives, opportunity, supports, selection criteria and eligibility requirements - 2.2.2: Development of an informational video on the SGP CSO Challenge program – for potentially eligible and interested CSOs, communicating the objectives, eligibility requirements, and program supports to eligible CSOs including those from youth, women, IPLCs, to generate interest in the program. The informational video will be distributed on IUCN and GEF social media sites and should be made available in English, French, and Spanish, with sub-titled translation for other key GEF constituencies. - 2.2.3: Development of a system for uploading and reviewing proposals – supporting efficient uploading, storage and retrieval of proposals for review by the <i>SGP CSO Challenge Program Selection Committee</i>; and a template for scoring proposals. Captured in the <i>CSO Challenge Program Operations Manual (below)</i>
<p>Activity 2.3: Design of an efficient process, workflow and logistics for grants management</p>	<ul style="list-style-type: none"> - 2.3.1: Development of a detailed process, workflow and logistics for grants management, building upon and utilizing IUCN tools and processes, including contracting, disbursement, embedding of program supports, environmental and social safeguards, monitoring and reporting. The program will make use of IUCN's internal Grants Portal but be operated by the selected lead executing agency with backstopping support from IUCN. The design of program granting should be captured in a sufficiently detailed <i>CSO Challenge Program Operations Manual</i>.

III. Development of Program supports under Program Components 2 and 3

Objective 3: The objective of this group of PPG-stage activities is to more-fully define, strengthen, and finalize the design of Program supports provided to winning/supported CSO-led initiatives, enabling these supports to be online and readily available for CSOs when the program is initially launched in Q2 of 2025.

As shown in Table 3, one set of activities and sub-activities are needed to achieve Objective 3.

Table 3. Activities, Sub-activities and Outputs to achieve PPG Objective 3.

PPG Activity	Sub-activities and Outputs
<p>Activity 3.1: Development of supports and training materials supporting PIF Output 2.2.1, <i>Tailored demand-driven capacity building on management, leadership, more, including that which addresses the particular needs of women, youth, and IPLCs</i></p>	<ul style="list-style-type: none"> - 3.1.1: Scoping paper on existing relevant learning resources – inside and outside IUCN, that can support development of the <i>CSO Challenge Program Support Guidebook</i> supporting training of global and local innovation mentors and coaches. - 3.1.2: Development of draft CSO Challenge Program Support Guidebook – supporting PIF Output 2.3.1, and building on findings from PPG Scoping paper on existing relevant learning resources, the draft <i>CSO Challenge Program Support Guidebook</i> will be a concise, practical and easy to use resource for providers of capacity building and training for CSO-led initiatives. The Guidebook will have resources for anticipated, high-demand training including training on business development, innovation and risk management, market research, financial management, leadership, policy influencing, communications. In addition, the Guidebook will cover issues relating to tailoring for cultural sensitivities, gender responsiveness and different target audiences and age groups.
<p>Activity 3.2: Development of supports and training materials supporting PIF Output 2.2.2, <i>Tailored demand-driven capacity building and support for assessing impacts to biodiversity and ecosystems from alternative interventions and enhancing the design of winning CSO-led innovative initiatives</i></p>	<ul style="list-style-type: none"> - 3.2.1: Integration of IUCN-led supports under PIF Output 2.2.2 into the project budget and project document – liaising with and utilizing outputs from IUCN technical teams developing the following: <ul style="list-style-type: none"> o Support for STAR assessments and use - development of on-demand STAR assessments and supports for CSOs working on “community-based management of threatened ecosystems and species,” including uncalibrated and calibrated STAR assessments and interpretative guidance and support. o Support for use of IUCN Land Health Monitoring Framework and Relevant tools – development of on-demand supports for CSOs working on “sustainable agriculture and fisheries, and food security,” including support for use, integration, and interpretation of IUCN Land Health Monitoring Framework and Relevant tools. o Support for use of IUCN Urban Nature Indexes (UNI) – development of on-demand supports for CSOs working on “catalyzing sustainable urban solutions,” including support for use, integration, and interpretation of IUCN Urban Nature Indexes. o Support for use of IUCN Global Standard for Nature-based Solutions (NbS) - development of on-demand supports for CSOs working on NbS, including support for use, integration, and interpretation of IUCN NbS Self Assessment tool. <p>Outputs from IUCN technical teams will include (a) defined package of supports; (b) budget for supports that is within GEF-approved budget envelop (unless additional co-funding resources are mobilized); (c) a plan for providing this support to CSOs in eligible countries and geographies. These outputs will be integrated into the Project Document, GEF CEO Endorsement Request and overall project budget by the Consultant</p>

PPG Activity	Sub-activities and Outputs
<p>Activity 3.3: Development of supports and training materials supporting PIF Output 3.1.1, <i>New knowledge products, case studies and tools based on CSO Challenge Program experiences</i></p>	<ul style="list-style-type: none"> - 3.3.1: Integration of IUCN-led supports under PIF Output 3.1.1 into the project budget and project document – liaising with and utilizing outputs from IUCN technical team developing the following: <ul style="list-style-type: none"> o Support for integration and use of IUCN PANORAMA methodology and platform – development of defined approach for embedding and supporting use of PANORAMA within supported CSO-led initiatives to generate and disseminate 1 high-quality solution case study per winning supported initiative, as well as provide inputs for Program-wide annual progress reports for general audiences, and support effective peer-to-peer learning and exchange and CSO Challenge Program supported Annual workshops and events. <p>Outputs from IUCN technical team will include (a) defined package of supports; (b) budget for supports that is within GEF-approved budget envelop (unless additional co-funding resources are mobilized); (c) a plan for providing this support to CSOs in eligible countries and geographies. These outputs will be integrated into the Project Document, GEF CEO Endorsement Request and overall project budget by the Consultant</p>
<p>Activity 3.4: Development of supports and training materials supporting PIF Output 3.1.2, <i>CSO Innovation Knowledge Platform and CSO Innovators Community of Practice, with robust stakeholder engagement</i></p>	<ul style="list-style-type: none"> - 3.4.1: Scoping paper on existing relevant online platforms and Community of Practice – inside and outside IUCN, that can potentially be utilized or serve as a model for a stand-alone CSO Challenge Program Innovation Knowledge Platform and CSO Innovators Community of Practice. As described in the approved PIF, any selected digital platform should support innovation in learning practices, including curated thematic communities of practice, peer-to-peer learning, online and in-the-field learning modules and high-impact knowledge products. The identified CSO Knowledge Platform should be able to take advantage of developments in Artificial Intelligence to offer state-of-the-art approaches to data collection and mining, knowledge creation and dissemination, and cost-effective language translation. It is expected that this scoping paper will be developed with robust consultation with GEF SGP partners UNDP, FAO, and CI, GEF Secretariate, as well as IUCN, with the objective to ensure strong integration and knowledge sharing with Core GEF SGP program, relevant GEF-8 Integrated Programs, and more.

IV. Drafting of IUCN project document and GEF CEO Endorsement Request

Following completion of PPG work packages covering Activities 1.1-3.4, the GEF approved PIF will be developed by the consultant into an IUCN project document and GEF FSP CEO Endorsement Request including all required annexes and submitted to the GEF Secretariate for approval.

All comments received during this final stage of GEF approval must be adequately addressed, and IUCN ESMS and gender assessments must be completed and integrated into the project document and CEO Endorsement Request.

Table 4: Gantt Chart defining timing of PPG-supported work to fully develop the SGP CSO Challenge Program

Sub-activity	Month					Responsible entity	Due date (M/D/Y)
	February	March	April	May	June		
1.1.1: Identification of key stakeholder groups	x						2/21/25
1.1.2: Online survey	x						2/28/25
1.1.3: Facilitated stakeholder consultations	x	x	x				4/30/25
1.1.4: Revised Stakeholder Engagement Plan			x				4/30/25
2.1.1: Lead Agency Scoping Brief	x						2/28/25
2.1.2: TORs for Lead Executing Agency		x					3/07/25
2.1.3: Support selection of Lead Executing agency			x				4/30/25
2.2.1: Develop Call for Proposals from CSOs under Output 1.1 of PIF					x		6/30/25
2.2.2: Informational video on SGP CSO Challenge Program					x		6/30/25
2.2.3 & 2.3.1: CSO Challenge Program Operations Manual			x				4/30/25
3.1.1: Scoping paper on existing and relevant learning resources		x					3/30/25
3.1.2: Draft CSO Challenge Program Support Guidebook				x			5/30/25
3.4.1: Scoping paper on existing relevant online platforms and Community of Practice(s)		x					3/30/25
4.1: Validation workshop			x				4/30/25
4.2: Drafting of IUCN project document and GEF CEO Endorsement Request and Annexes	x	x	x				4/30/25
4.3: Draft ProDoc review by IUCN				x			5/02/25
4.4: Final draft ProDoc review and approval by IUCN				x			5/09/25
4.5: Submission to GEF SEC					x		6/30/25
4.6: Re-submission to GEF SEC (if required)							TBD