



Request for Proposals (RfP)

Development of Seven Restoration Strategies for Eastern Province Districts

IUCN Rwanda Country Office

RfP Reference: IUCN-2025-07-P03168-09

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: tenders.rwanda@iucn.org

3. PROCUREMENT TIMETABLE

- 3.1. This timetable is indicative and may be changed by IUCN at any time. If IUCN decides that changes to any of the deadlines are necessary, we will contact you.

DATE	ACTIVITY
12 September 2025	Publication of the Request for Proposals
NA	Deadline for confirmation of intention to bid
17 September 2025	Deadline for submission of questions
19 September 2025	Planned publication of responses to questions
23 September 2025	Deadline for submission of proposals to IUCN (" Submission Deadline ")
30 September 2025	Clarification of proposals
NA	Interviews / site visits / presentations
8 October 2025	Planned date for contract award
15 October 2025	Expected contract start date

- 3.2. Please email the IUCN contact to confirm whether or not you are intending to submit a proposal by the deadline stated above.

N.B: If you have already submitted your proposal, you do not need to reapply. Your submission remains in the system and is still valid.

4. COMPLETING AND SUBMITTING A PROPOSAL

4.1. Your Proposal must consist of the following three documents:

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

Proposals must be prepared in English.

4.2. Your Proposal must be submitted by email to the IUCN Contact (see Section 2). The subject heading of the email shall be **[IUCN-2025-07-P03168-09– Bidder name]**. The bidder's 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.

We are looking for individuals with the following criteria:

	Pre-Qualification Criteria
1	(3) References of good completion of similar work
2	Valid tax clearance and VAT certificates from Rwanda Revenue Authority [RRA
3	Certificate of good standing/non bankruptcy
4	Valid Social Security clearance certificate from RSSB
5	Copy of certificate of incorporation from RDB indicating company shareholders

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
	Consultant Competencies		
1	Required education: A Master's or equivalent degree in a relevant discipline (forestry, land use,	Copy of degree • High level degree 15 points • Related subject 15 points	30 points

	natural resource, environmental management, or other relevant academic fields). A PhD in the related domain will be an added advantage;		
2	Experience: Proven work experience at least 10 years in forestry sector	Detailed CV with proof record of similar assignments and at least 4 certificates of service completion	15 points
3	Proven experience in developing restoration or other strategies	At least two references	15 points
4	Technical proposal with summarized methodology and Working programme or clear schedule	Technical proposal 1. Participatory planning, 8points 2. desk research, 8points 3. field engagement, 8points 4. spatial analysis 8points 5. Working Programme/ Schedule 8points	40 points
TOTAL			100%

4.5. Financial Proposal

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

4.5.2. Prices include all costs

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

4.5.3. Applicable Goods and Services Taxes

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

4.5.4. Currency of proposed rates and prices

All rates and prices submitted by Proposers shall be in RWF

4.5.5. Breakdown of rates and prices

For information only, the price needs to be broken down as follows:

	Description	Quantity	Unit Price	Total Price
1				
2				
3				
	TOTAL			

4.6. Additional information not requested by IUCN should not be included in your Proposal and will not be taken into account 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. *Technical Evaluation*

5.2.1. *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.

5.2.2. *Minimum Quality Thresholds*

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

5.2.3. *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.

5.3. *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 5.2.2) 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 $80/100 = 80\%$

5.4. *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 Invitation Procedure for this procurement. This means that only invited bidders may submit a proposal. IUCN typically invites from four to six bidders to submit a proposal.

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

7. CONDITIONS FOR PARTICIPATION IN THIS PROCUREMENT

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

7.6. By taking part in this procurement, you accept the conditions set out in this RfP, including the following:

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

8. CONFIDENTIALITY AND DATA PROTECTION

8.1. IUCN follows the European Union's General Data Protection Regulation (GDPR). The information you submit to IUCN as part of this procurement will be treated as confidential and shared only as required to evaluate your proposal in line with the procedure explained in this RfP, and for the maintenance of a clear audit trail. For audit purposes, IUCN is required to retain your proposal in its entirety for 10 years after the end of the resulting contract and make this available to internal and external auditors and donors as and when requested.

8.2. In the Declaration of Undertaking (Attachment 2) you need to give IUCN express permission to use the information you submit in this way, including personal data that forms part of your proposal. Where you include personal data of your employees (e.g. CVs) in your proposal, you need to have written permission from those individuals to share this information with IUCN, and for IUCN to use this information as indicated in 8.1. Without these permissions, IUCN will not be able to consider your proposal.

9. COMPLAINTS PROCEDURE

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

10. CONTRACT

The contract will be based on IUCN's template, 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.

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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 I:

Terms of Reference for IUCN Consultancy

Title: Development of Seven Restoration Strategies for Eastern Province Districts

Objective of the Consultancy

This consultancy has the following objective(s): The objective of this consultancy is to develop comprehensive, district-specific restoration strategies for all districts within Rwanda's Eastern Province. These strategies will guide the planning, coordination, and implementation of forest and landscape restoration (FLR) interventions through 2029. Each strategy will outline priority restoration zones, appropriate interventions, cost estimates, and alignment with district development plans. The consultancy will build on the provincial-level restoration strategy and leverage findings from the ROAM (Restoration Opportunities Assessment Methodology) analysis, incorporating ecological data, socio-economic conditions, and stakeholder inputs to ensure that the proposed actions are context-specific, feasible, and climate-resilient.

Background

Project Reference: P03168

Donor reference: FP167

About IUCN

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About the Project

Rwanda's Eastern Province contains the largest area of national farming lands, but it is highly vulnerable to increasing drought. With smallholder farmers depending exclusively on rainfall, changes to weather seasonality including shorter and more intense rainy seasons have led to crop failure, food shortages and famine.

In response to these climate change threats, integrated adaptation measures are needed to enhance the resilience of the landscape in the Eastern Province, which will sustain the agricultural production and enable sustainable growth of the region in a manner that reduces poverty, increases resilience, and achieves food security.

The TREPA project is on course to restore 60,000 ha of drought degraded landscapes into climate resilient ecosystems through reforestation, agroforestry, restoration of pasturelands and soil erosion control measures in all the seven districts of the Eastern Province of Rwanda. The project will also increase the resilience of 75,000 smallholder farmers in the Eastern Province. TREPA will improve food security for over 120,000 households living in high risky areas, over 100,000 rural Households will access ICS, and 260,000 people will directly benefit from enhanced financial inclusion and access for climate resilient investments.

Description of the Assignment

The consultant is expected to lead the development of restoration strategies for each district in Rwanda's Eastern Province, building on the provincial restoration strategy and ROAM analysis results. This assignment involves stakeholder engagement, field consultations, and technical analysis to ensure that the strategies are evidence-based, practical, and aligned with district development priorities.

Specifically, the consultant will:

- Review and synthesize relevant documents, including the Eastern Province Restoration Strategy, ROAM outputs, district development strategies, and land use plans.
- Conduct consultations with district authorities, and other stakeholders to capture specific local priorities, opportunities, and constraints related to forest and landscape restoration.
- Identify and map priority restoration areas within each district using available spatial data and stakeholder input.
- Propose context-specific restoration interventions, including agroforestry, reforestation, assisted natural regeneration, and soil and water conservation measures.
- Develop detailed costing for proposed interventions and outline a phased implementation plan aligned with district planning cycles.
- Integrate climate resilience, biodiversity conservation, and livelihood improvement considerations into the proposed strategies.
- Prepare a concise and actionable restoration strategy document for each district, including monitoring indicators and institutional arrangements for implementation.

Duration of the Assignment

From 15 October 2025 to 30 January 2026

Deliverables and Activities

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

Deliverable/Activity	Description	Deadline
Inception Report	Detailing the consultant's understanding of the assignment, methodology, work plan, and stakeholder engagement approach.	31 st October 2025
7 Draft District Restoration Strategies (One per district)	Comprehensive strategy documents for each district (Kayanza, Rwamagana, Ngoma, Kirehe, Bugesera, Nyagatare, and Gatsibo)	28 th November 2025

Validation Workshop Report	Documentation of the validation process for the draft strategies, including feedback received and how it was incorporated.	15 th December 2025
Final District Restoration Strategies	Revised and finalized versions of the district strategies, incorporating stakeholder feedback and aligned with national and sub-national planning frameworks.	15 th January 2026

Payment Schedule

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

Deliverable	Milestone payment
Inception Report	20%
7 Draft District Restoration Strategies	30%
Validation Workshop Report	30%
Final District Restoration Strategies	20%

Skills and Experience

The consultant must have the following skills, education and experience as a minimum:

- A Master's or equivalent degree in a relevant discipline (forestry, land use, natural resource, environmental management, or other relevant academic fields). A PhD in the related domain will be an added advantage ;
- At least 10 years of professional work experience in forest management, forest landscape restoration, climate change and REDD related issues;
- Must demonstrate ROAM experiences within Africa.
- Strong knowledge of participatory-based approaches, with a proven track record of similar experience in restoration planning studies;
- Organizational experience, including a proven ability to compile decision support reports, work on a variety of tasks simultaneously, and perform well under pressure;
- Excellent interpersonal and networking skills, especially within team members and multi-stakeholder contexts;
- A strong delivery-oriented work ethic with the ability to provide deliverables within challenging timelines;
- Excellent report writing skills.

Supervision and coordination

The consultant will report to and work under the supervision of TREPA Project Manager.