



Konservasi Indonesia is a national foundation established to support sustainable development in the country. We are the main partner of Conservation International in Indonesia.

We envision a healthy and prosperous Indonesia where biodiversity is valued and preserved. With offices and project sites across Indonesia, we promote a sustainable landscape-seascape approach and establish partnerships with multiple stakeholders across sectors and jurisdictions to deliver lasting impacts for people and nature in Indonesia.

*As we are constantly expanding, we are currently looking **Consultant** to fill the following Terms below:*

CONSULTANT (Group/Company)

Organizational Capacity Building in Bird's Head Seascape Area

Code: CB-BHS

Request for Proposals

Title: Organizational Capacity Building in Bird's Head Seascape Area

RFP No: 011/IV/6/2026

Date of Issuance: 7 April 2026

1. Background

This RFP seeks a national group of consultants, or an organization preferably based in Papua or other regions in Indonesia. The consultant will provide training, mentoring, and technical support to strengthen the institutional and technical capacity of local organizations, particularly community-based organizations (CBOs), local NGOs, and civil society organizations, to develop high-quality and competitive donor proposals, including the Tropical Forest and Coral Reef Conservation Act (TFCCA) proposals.

2. Project Overview

Civil society organizations (CSOs) are vital actors in Indonesia's development, contributing to democratic governance, environmental conservation, sustainable resource management, and inclusive community engagement. Within the Bird's Head Seascape (BHS) of Tanah Papua, CSOs face both opportunities and challenges in fulfilling these roles. Despite their strong conservation ideas and community-driven initiatives, many organizations in the region encounter barriers related to institutional capacity, proposal development, and compliance with funding requirements. These limitations have resulted in comparatively low participation and success rates in national grant programs such as the Tropical Forest and Coral Reef Conservation Act (TFCCA).

To address these gaps, Konservasi Indonesia (KI), building on more than two decades of active engagement in the Bird's Head Seascape, will implement a targeted organizational capacity-building program. This initiative aims to strengthen the technical, institutional, and strategic capabilities of local CSOs, with a focus on enhancing proposal development skills, improving governance and administrative systems, and aligning organizational priorities with TFCCA's conservation and community development objectives. By equipping CSOs with stronger systems, leadership, and strategic clarity, the program seeks to increase the competitiveness of future funding submissions, ensure effective community engagement, and secure long-term conservation impact in one of the world's most biodiverse marine ecosystems.

3. Terms of Reference, Deliverables and Deliverables Schedule

Timeline

The consultation shall be conducted during the period from June 15 to December 2026, encompassing a series of activities aimed at strengthening organizational capacity in the Bird's Head Seascape Area (see [Attachment 2](#)).

Location

The capacity building will be conducted in Bird's Head Seascape Area, which includes Southwest Papua, West Papua, Papua, and Central Papua.

Deliverables

The consultant shall be responsible for providing the following deliverables:

1. Inception Report
2. Baseline Capacity Assessment Report
3. Capacity Strengthening Plans Package
4. Training Workshop Report
5. Institutional Strengthening Summary Report
6. Final Program Report and Knowledge Products

For detailed information and the schedule of each deliverable, refer to [Attachment 2](#).

Technical Direction

The Consultant shall receive technical guidance from KI experts to ensure timely execution, quality, and completion of all tasks and results. The Consultant is expected to maintain open and transparent communication, providing regular updates on progress and challenges.

4. Submission Details

Interested and qualified applicants should submit the following documents:

- a. **Deadline.** Proposals must be received no later than **22 April 2026 at 16:00 WIB** (Western Standard Time). Late submissions will not be accepted. Proposals must be submitted via email to (procurementKI@konservasi-id.org;). All proposals are to be submitted following the guidelines listed in this RFP.
- b. **Validity of bid.** 120 days from the submission deadline.
- c. **Clarifications.** Questions may be submitted to (procurementKI@konservasi-id.org; by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. KI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the KI website and/or communicated via email.
- d. **Amendments.** At any time prior to the deadline for submission of proposals, KI may, for any reason, modify the RFP documents by amendment which will be posted to the KI website and/or communicated via email.

5. Minimum Requirements

The successful applicant must demonstrate strong professional competency and hold relevant academic credentials with extensive experience in capacity building. Specifically, the sub-contractor (a national group of consultants or an organization) team should consist of a Team Leader and sufficient experts who collectively meet the following requirements:



Academic Qualifications

- Advanced degree in organizational development, environmental management, conservation, development studies, or related fields.

Professional Experience

- Minimum 7 years of experience in organizational development, capacity building programs, conservation, project development, or grant proposal writing.
- Strong understanding of marine conservation and community-based resource management.
- Demonstrated experience working with local NGOs, community groups, and civil society organizations in Indonesia.
- Proven experience in training facilitation, coaching, and mentoring.
- Experience delivering capacity building programs at varying levels (community institutions, NGOs, advanced organizations).

Technical Competencies

- Ability to design and implement organizational assessments and tailored strengthening plans.
- Strong knowledge of donor requirements and proposal development (including TFCCA, philanthropic grants, public funding, etc.).
- Skills in financial systems, governance, MEL, internal controls, safeguarding, and compliance.

Communication & Language Skills

- Excellent analytical, communication, and report-writing skills in English and Bahasa Indonesia.

6. Proposal Documents to Include

1. **Cover Letter:** Signed cover page on bidder's letterhead with the bidder's contact information (maximum 2 pages) outlining your interest in becoming a sub-grantee, relevant experience, and how you and your team's skills align with the required competencies.
2. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility ([See Attachment 1](#)).
3. **Technical Proposal:**
 - a. **Corporate Capabilities, Experience, Past Performance, and 3 client references** . Please include descriptions of similar projects or assignments and at least two (2) professional references who can speak about your qualifications and commitments to accomplishing the assignment.
 - b. **Qualifications of Key Personnel.** A detailed Curriculum Vitae (CV) of you and your team members highlighting experience in sustainable financing, business development, marine and environmental protection and restoration, and other relevant experiences.
 - c. **Technical Approach, Methodology and Detailed Work Plan** . The technical proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference ([See Attachment 2](#)). Maximum 4-5 pages describing your approach to fulfilling the Scope of Work, including key methodologies, timeline, and deliverables.
4. **Financial Proposal:** A financial proposal outlining your consultancy fees, and any additional costs required for completing the assignment. Please also send us relevant reports of your previous work on similar projects. Offerors shall use the cost proposal template ([See Attachment 3](#)).

7. Evaluation Criteria In evaluating proposals, KI will seek the best value for money considering the merits of the technical and cost proposals. Proposals will be evaluated using the following criteria:



Evaluation Criteria	Score (out of 100)
Proposal and timeline: Is the proposed approach and sequence of activities appropriate for the assignment? Does the proposed timeline fit with the estimated for the completion of this work?	50 points
Prior experience: Does the bidder's past performance demonstrate recent proven experience doing similar work?	20 points
Expertise: Does the bidder and the proposed personnel have the specific technical expertise for the assignment?	20 points
Cost: Costs proposed are reasonable and realistic, reflect a solid understanding of the assignment.	10 points

8. Proposal Timeline

RFP Issued	7 April 2026
Clarifications submitted to KI	13 April 2026
Clarifications provided to known bidders	15 April 2026
Complete proposals due to KI	22 April 2026
Interviews	27-29 April 2026
Final selection	30 April 2026
Contract signing	May 2026
Contract implementation	May–December 2026

9. Resulting Award

KI anticipates entering into an agreement with the selected bidder by **May 2026**. Any resulting agreement will be subject to the terms and conditions of KI's Services Agreement. A model form of agreement can be provided upon request. This RFP does not oblige KI to execute a contract, nor does it commit KI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, KI reserves the right to reject all offers, if such action is in the best interest of KI. KI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. Confidentiality

All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. KI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. KI's evaluation results are confidential, and applicant scoring will not be shared among bidders.

11. Code of Ethics

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. Konservasi Indonesia's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. KI's Code of Ethics (the "Code") provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.



12. Attachments:

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

Attachment 2: Terms of Reference, including Annex A and Annex B

Attachment 3: Cost Proposal Template

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. 011/IV/6/2026

UEI Number (if applicable):

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. KI's Code of Ethics provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

KI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

I. With respect to KI's Code of Ethics, we certify:

- a. We understand and accept that KI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

II. With respect to social and environmental standards, we certify:

- a. We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- b. We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of International Labour Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

III. With respect to our eligibility and professional conduct, we certify:

- a. We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business
- b. We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
- c. We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- d. We have not engaged in any collusion or price fixing with other offerors.



- e. We have not made promises, offers, or grants, directly or indirectly to any KI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
- f. We have taken no action, nor will we take any action to limit or restrict access of other companies, organizations or individuals to participate in the competitive bidding process launched by KI.
- g. We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- h. We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- i. We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

TERMS OF REFERENCE (TOR) Request for Proposal (RFP) for Sub-Contract

Position Title	Organizational Capacity Building in Bird's Head Seascape Area
Consultancy Duration	Eight-month contract (May-December 2026) negotiable
Duty Station	Bird's Head Seascape (Southwest Papua, West Papua, Papua, and Central Papua)
Reporting	The consultant will report primarily to Budiati Prasetiamartati (Ocean Program Director) and Roberth Mandosir (Papua Program Director) of Konservasi Indonesia.
Expected Start Date	No later than May 2026

1. Position Summary

This RFP seeks a national group of consultants, or an organization preferably based in Papua or other regions in Indonesia. The consultant will provide training, mentoring, and technical support to strengthen the institutional and technical capacity of local organizations, particularly community-based organizations (CBOs), local NGOs, and civil society organizations, to develop high-quality and competitive donor proposals, including the Tropical Forest and Coral Reef Conservation Act (TFCCA) proposals.

2. Project Background

Civil society organizations (CSOs) are a critical pillar of Indonesia's development landscape, playing an essential role in strengthening democratic governance and advancing inclusive, community-driven progress. Across the country, CSOs have been instrumental in advocating environmental conservation, promoting sustainable development practices, ensuring the responsible management of natural resources, and fostering more transparent and accountable governance systems. They also serve as key platforms for elevating the voices of vulnerable and marginalized groups, ensuring that community needs and aspirations are reflected in policy dialogue and decision-making processes.

In Indonesia, including within the Bird's Head Seascape (BHS) of Tanah Papua, CSOs operate in a dynamic environment marked by both opportunities and challenges. Their long-term sustainability is influenced by factors such as access to funding, the strength of institutional management systems, human resource capabilities, and the ability to cultivate new generations of leadership. As CSOs are increasingly expected to bridge community interests with government priorities, the demand for strong organizational systems, improved service quality, and enhanced institutional capacity becomes even more pressing. Strengthening CSO capacity in the Bird's Head Seascape is therefore critical to ensuring effective community engagement, sustainable natural resource governance, and long-term conservation impact.

The Bird's Head Seascape is one of the priority areas under the Tropical Forest and Coral Reef Conservation Act (TFCCA). In the first TFCCA grant cycle, 58 proposals were selected from 258 eligible submissions nationwide. However, participation from the BHS region remained relatively low, with only 34 proposals submitted—representing just 13 percent of total eligible proposals. Of these, only 11 were successful, indicating a comparatively low success rate for organizations based on the seascape.

Review of the initial grant cycle revealed several recurring barriers affecting applicants from BHS. Many organizations demonstrated strong conservation ideas yet lacked sufficient experience in proposal development or struggled to meet administrative and compliance requirements, resulting in disqualification despite substantive potential. Additional institutional capacity gaps were observed, particularly in financial

management, governance, internal controls, documentation systems, and long-term organizational planning. These challenges highlight the need for structured support to strengthen both technical and institutional readiness of local civil society organizations (CSOs) to engage effectively with TFCCA and similar funding opportunities.

To address these gaps, a targeted organizational capacity-building program is needed to enhance the technical, institutional, and strategic capabilities of prospective grantees in the Bird's Head Seascape. The program will focus on strengthening proposal development competencies, improving institutional governance and administrative compliance, and supporting alignment with TFCCA's conservation and community development priorities. By equipping CSOs with stronger systems, skills, and strategic clarity, the program aims to improve both the quality and competitiveness of future submissions from the region.

For more than two decades, Konservasi Indonesia (KI) and its global partners have maintained a long-standing and active presence in the Bird's Head Seascape, working closely with government agencies, Indigenous communities, local organizations, and regional stakeholders to conserve one of the world's most biodiverse marine ecosystems. Through this extensive engagement, KI has supported science-based conservation initiatives, strengthened marine protected area management, and advanced sustainable community livelihoods across the seascape. Building on this deep contextual understanding and trusted partnerships, KI now seeks to implement an organizational capacity-building initiative for CSOs in BHS.

3. Objective

The overall purpose of this Request for Proposals is to select a qualified group of consultants or an Indonesian organization/consortium to design and deliver a comprehensive capacity building program for civil society organizations (CSOs) operating in the Bird's Head Seascape (Papua Barat, Papua Barat Daya, Papua, and Papua Tengah). The program aims to strengthen the ability of local organizations— including NGOs, community-based groups, Indigenous-led organizations, and other CSOs— to access, secure, manage, and effectively utilize diverse funding opportunities for conservation, sustainable development, and community-based initiatives in the region. Specifically, the objectives are to:

- a. **Strengthen the technical, organizational, and institutional capacity** of CSOs in the Bird's Head Seascape, enabling them to meet the requirements of national and international funding mechanisms, including but not limited to TFCCA.
- b. **Improve the ability of local NGOs, CSOs, and community groups to develop high quality proposals** aligned with a wide range of donor priorities—such as conservation finance, sustainable livelihoods, climate resilience, community development, and rightsbased initiatives.
- c. **Provide tailored coaching, mentoring, and hands on technical assistance** to eligible organizations throughout the proposal preparation and organizational strengthening process, supporting both shortterm grant readiness and longterm institutional resilience.
- d. **Increase the number, quality, and competitiveness of proposals submitted by Bird's Head Seascape organizations** to multiple funding windows, including TFCCA, philanthropic grants and other finance opportunities.

4. Scope of Work (SoW)

The assignment will include, but is not limited to, the following tasks:

1. **Select target CSOs for capacity-building program.** Organize information sessions with government agencies and NGOs to introduce program's objectives and vision. Ensure that the capacity building



program reaches organizations that can benefit most and contribute meaningfully to conservation and community development outcomes in the Bird's Head Seascape (i.e., Papua Barat, Papua Barat Daya, Papua, and Papua Tengah). Participant selection criteria are explained in **Annex A**. Engagement and coordination with provincial/district fisheries and marine affairs agencies (DKP) and established NGOs to support outreach and the participation of CSOs. Coordination with established NGOs is encouraged so they can play a role in mentoring and supporting smaller NGOs or CSOs at the local level.

- 2. Conduct a baseline organizational capacity assessment.** Carry out an initial diagnostic of institutional, technical, administrative, and governance capacity for a cohort of CSOs. The assessment should establish clear baselines across key organizational domains and identify priority gaps to be addressed.
- 3. Develop tailored capacity strengthening plans.** Design individualized or cohort-based capacity strengthening plans that respond to the specific needs, maturity levels, and strategic directions of the participating organizations. Capacity building programs must be non-uniform, tiered and tailored to the capacity level of participating organizations:
 - 3.1 Basic level for local community institutions and indigenous organizations focuses on basic administration and project logic.
 - 3.2 Intermediate level, covering local NGOs, focuses on proposal refinement, finance, and M&E.
 - 3.3 Advanced level, for experienced organizations/NGOs, focuses on strategic alignment, innovation, and scale of impact.
- 4. Deliver training workshops and hands-on capacity building sessions.** Facilitate in person and/or virtual training workshops, clinics, coaching sessions, and peer learning activities to improve CSO competencies, ensuring materials are accessible to organizations with varying levels of experience. Key focus areas:
 - 4.1 Understanding complex proposal requirements focusing on TFCCA objectives, themes, topics, and program spectrums. Discussion on how proposals must be developed to meet the requirements aligned with relevant donor priorities—including TFCCA and other national or international funding opportunities—while ensuring coherence with seascape specific conservation and community development needs.
 - 4.2 Understanding administrative requirements (which caused many disqualifications despite good content). Discussion on how the requirements can be fulfilled.
 - 4.3 Providing technical support in concept refinement and project justification. Discussion on how a Theory of Change (TOC) can be developed to resolve identified problems and meet targeted objectives and covering (but not limited to) proposal development, strategic planning, financial and grants management, budget preparation, monitoring and evaluation (MEL), compliance and reporting requirements, safeguarding, governance, and organizational management systems.
- 5. Strengthening institutional and operational readiness.** Provide recommendations and coaching on strengthening governance structures, financial systems, internal controls, program management

processes, safeguarding mechanisms, and other organizational policies that enhance long-term institutional resilience.

- 6. Document lessons learned and produce knowledge products.** Capture insights, success factors, and challenges throughout program implementation. Develop knowledge products, toolkits, or guidance materials that enable continued capacity growth among CSOs beyond the life of the assignment.

Success measures of the capacity building program are explained in **Annex B**.

5. Deliverables and Timeline

The selected national group of consultants or an organization is expected to produce the following deliverables within the specified timeline:

No.	Activity	Deliverables	Due Date	Payment
1	Inception and initial consultation			
	<ul style="list-style-type: none"> • Kick-off meeting • Presentation of draft activity plan, timeline & approach • Revision after KI comments 	Inception Report including: <ul style="list-style-type: none"> • Finalized workplan • Final timeline • Final capacity-building approach 	15 June 2026	10% from total award
2	Selection of participating CSOs & Baseline Organizational Capacity Assessment			
	<ul style="list-style-type: none"> • Selection of participating CSOs based on Annex A • Conduct capacity diagnostics (institutional, technical, governance, administrative) 	Baseline Capacity Assessment Report covering: <ul style="list-style-type: none"> • Assessment results for each CSO • Summary of gaps & priority needs 	15 July 2026	20% of total award
3	Development of Tailored Capacity Strengthening Plans			
	<ul style="list-style-type: none"> • Individual or cohort-based plans • Validation with CSOs • Training modules & learning materials on proposal development, ToC, MEL, finance, governance, compliance, safeguarding, etc. • Tiered content for basic–intermediate–advanced levels 	Capacity Strengthening Plans Package for all selected CSOs <ul style="list-style-type: none"> • Training Materials Package including all modules, templates & tools 	15 August 2026	20% of total award
4	Delivery of Training Workshops & Hands-on Support			
	<ul style="list-style-type: none"> • In-person/virtual workshops • Clinics, coaching, peer learning • Support in concept refinement & proposal development 	Report including: <ul style="list-style-type: none"> • Workshop summaries • Coaching log • List of proposals supported 	September–November 2026	30% of total award
5	Institutional Strengthening Support			

No.	Activity	Deliverables	Due Date	Payment
	• Governance, finance systems, internal controls, safeguarding, MEL improvements	Institutional Strengthening Summary Report documenting improvements & recommendations	November 2026	10% of total award
6	Knowledge Products & Final Reporting			
	• Lessons learned based on Annex B success measures • Toolkits or guidance materials	Final Program Report & Knowledge Products	December 2026	10% of total award
	Total			100%

6. Requirements and Competencies

The successful applicant must demonstrate strong professional competency and hold relevant academic credentials with extensive experience in capacity building. Specifically, the sub-contractor (a national group of consultants or an organization) team should consist of a Team Leader and sufficient experts who collectively meet the following requirements:

Academic Qualifications

- Advanced degree in organizational development, environmental management, conservation, development studies, or related fields.

Professional Experience

- Minimum 7 years of experience in organizational development, capacity building programs, conservation, project development, or grant proposal writing.
- Strong understanding of marine conservation and community-based resource management.
- Demonstrated experience working with local NGOs, community groups, and civil society organizations in Indonesia.
- Proven experience in training facilitation, coaching, and mentoring.
- Experience delivering capacity building programs at varying levels (community institutions, NGOs, advanced organizations).

Technical Competencies

- Ability to design and implement organizational assessments and tailored strengthening plans.
- Strong knowledge of donor requirements and proposal development (including TFCCA, philanthropic grants, public funding, etc.).
- Skills in financial systems, governance, MEL, internal controls, safeguarding, and compliance.

Communication & Language Skills

- Excellent analytical, communication, and report-writing skills in English and Bahasa Indonesia.

7. Application Procedure

Interested and qualified applicants should submit the following documents:

1. **Cover Letter:** Signed cover page on bidder's letterhead with the bidder's contact information (maximum 2 pages) outlining your interest in becoming a sub-grantee, relevant experience, and how you and your team's skills align with the required competencies.
2. Signed Representation of Transparency, Integrity, Environmental and Social Responsibility ([See Attachment 1](#)).



3. **Technical Proposal:**
 - a. **Corporate Capabilities, Experience, Past Performance, and 3 client references** . Please include descriptions of similar projects or assignments and at least two (2) professional references who can speak about your qualifications and commitments to accomplishing the assignment.
 - b. **Qualifications of Key Personnel.** A detailed Curriculum Vitae (CV) of you and your team members highlighting experience in sustainable financing, business development, marine and environmental protection and restoration, and other relevant experiences.
 - c. **Technical Approach, Methodology and Detailed Work Plan** . The technical proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference. Maximum 4-5 pages describing your approach to fulfilling the Scope of Work, including key methodologies, timeline, and deliverables.
4. **Financial Proposal:** A financial proposal outlining your consultancy fees, and any additional costs required for completing the assignment. Please also send us relevant reports of your previous work on similar projects. Offerors shall use the cost proposal template ([See Attachment 3](#)).

Attachment 2 – Annex A. Participant Selection Criteria (for CSOs in the Bird’s Head Seascape)

To ensure that the capacity-building program reaches organizations that can benefit most and contribute meaningfully to conservation and community development outcomes in the Bird’s Head Seascape, participating CSOs will be selected based on the following criteria:

1. Geographic Relevance

- The organization must be legally registered and **actively operating within the Bird’s Head Seascape** or demonstrate a clear and ongoing programmatic presence in the region.
- Target locations in the BHS region covering four provinces:
 - a. Southwest Papua (Papua Barat Daya), with potential information sessions to be organized in Sorong, Dom Island and surrounding areas, South Sorong, and Raja Ampat (Waisai).
 - b. West Papua (Papua Barat) with potential information sessions to be organized Manokwari, Fak-Fak, and Kaimana.
 - c. Papua with potential information sessions to be organized in Jayapura and Biak.
 - d. Central Papua (Papua Tengah) with potential information sessions to be organized in Nabire.

2. Organizational Type

- Eligible entities include:
 - Local NGOs
 - Indigenous Peoples Organizations (IPOs)
 - Community-Based Organizations (CBOs)
 - Women- and youth-led organizations
 - Faith-based or grassroots conservation groups
- National NGOs with active programs in BHS may be considered if they demonstrate strong local partnerships.
- Preference will be given to CSOs with strong community ties and engagement in Indigenous Papuan areas.

3. Commitment to Conservation, Sustainable Development, or Community Well-Being

- The organization should have a mission or track record related to at least one of the following:
 - Environmental conservation, marine/coastal management, or climate resilience
 - Sustainable livelihoods or community development
 - Indigenous rights, governance, or social inclusion
 - Advocacy, policy engagement, or natural resource management

4. Readiness and Motivation to Strengthen Organizational Capacity

- A demonstrated need for institutional strengthening (e.g., governance, finance, MEL, project design).
- Willingness to **commit staff time** to participate in assessments, training, mentoring, peer learning, and proposal development activities.
- Interest in improving competitiveness for diverse funding sources (including TFCCA, philanthropic, donor, and government grants).

5. Basic Organizational Foundations

Organizations should have at least one of the following (minimum requirements):

- Legal registration (Yayasan, Perkumpulan, Cooperative, etc.).
- Existing or planned programming in the BHS.
- At least one staff member or core volunteer is responsible for administration, finance, or program coordination.

Note: Organizations with very early-stage capacity or informal structures may be included if they show strong community legitimacy and willingness to formalize governance systems.

6. Inclusion and Equity Considerations

- Priority will be given to:
 - Indigenous Papuan–led or community-embedded organizations
 - Women-led and youth-led groups
 - Faith-based or grassroots conservation groups
 - Organizations representing marginalized or remote constituencies
 - Groups with limited prior access to major funding mechanisms

7. Potential for Long-Term Impact

- The organization’s mandate, partnerships, and community role suggest strong potential to sustain program benefits and leverage new funding opportunities after the capacity-building support.

Attachment 2 – Annex B. Success Measures

Expected Result

The primary expectation is that CSOs participating in the capacity-building program will be better equipped to prepare and submit high-quality proposals—both to the TFCCA second grant cycle and to other relevant funding opportunities—and will demonstrate improved competitiveness and success rates.

Possible Success Measures

1. **Increased number of proposal submissions from the Bird’s Head Seascape (BHS).** A measurable rise in the volume of proposals submitted by BHS-based CSOs, community groups, and Indigenous organizations across TFCCA and other funding windows.
2. **Higher approval rates among historically underrepresented or lower-capacity groups.** Improved success rates for proposals from local grassroots organizations, Indigenous groups, women-led organizations, and early-stage CSOs.
3. **Expanded share of competitive proposals originating from the Bird’s Head Seascape.** A stronger pipeline of high-quality proposals from BHS organizations, reflected in an increased proportion of competitive submissions within TFCCA and other relevant funding opportunities.
4. **Enhanced proposal quality and technical soundness.** Demonstrable improvements in proposal structure, clarity, budgeting accuracy, Theory of Change development, MEL frameworks, and alignment with donor priorities, as evidenced by scoring or reviewer feedback.
5. **Reduced administrative and compliance-related disqualifications.** A decline in the number of proposals rejected due to incomplete documentation, eligibility issues, or failure to meet administrative requirements.
6. **Increased organizational readiness and institutional performance.** Participating CSOs show measurable gains in organizational capacity (e.g., governance, financial systems, internal controls) as reflected in pre- and post-capacity assessment scores.

Attachment 3: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total offered price. All cost information must be expressed in IDR.

If selected, Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If Offeror is eligible to apply for refunds on taxes paid, Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

Deliverable	Price (Lump Sum, All Inclusive)
Inception Report	
Baseline Capacity Assessment Report	
Capacity Strengthening Plans Package	
Training Workshop Report	
Institutional Strengthening Summary Report	

Cost Breakdown by Cost Component [\(example only\)](#)

Description	Unit of measure (day, month etc.)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				