



CALL FOR EXPRESSIONS OF INTEREST (EOI) 2023/03/PRIVATE SECTOR

Source of funding: [Central African Forest Initiative Trust Fund \(CAFI\)](#)

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Submissions will be treated on a rolling basis until available funds are allocated.

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1. INTRODUCTION

The purpose of this Call for Expressions of Interest (EOI) is to select implementing organizations capable of ensuring the effective implementation of private sector support projects. Each expression of interest must comply with the guidelines set out in the following documents:

- The EOI which specifies the general and special conditions governing bids;
- The CAFI Private Sector Investment Framework;
- Submission forms (see Annexes 2 and 3 of this EOI).

Implementing organizations selected following this call for expressions of interest will be asked to prepare complete project documents in line with CAFI's expectations and its Private Sector Investment Framework before implementation in the field.

2. BACKGROUND

Central Africa is home to the world's second largest tropical rainforest, which sequesters around 1.5 billion tonnes of CO₂ equivalent or 4% of global emissions each year and provides habitat for over 10,000 plant and animal species. Forest loss is accelerating despite ongoing efforts, as government action alone has not been sufficient to establish an effective balance between the interests of the forest and economic development.

Most of the environmental benefits of intact forests are unpriced externalities, there are currently no real incentives to conserve forests and it is much more attractive for loggers to adopt unsustainable practices and for agro-industrial producers to convert forest into agricultural land to produce tradable commodities, particularly where strong local and international demand for timber and agricultural commodities is increasing market prices. The result is a market mispricing of natural forest assets and a disincentive to sustainable production. Without a paradigm shift changing how land is managed and how timber and agricultural commodities are produced, this problem is expected to worsen as local and global demand for food, timber, and commodities rises.

The "Business as Usual" (BAU) scenario for Central Africa is that a destructive extensification of agroindustry and unsustainable logging by private actors will increasingly drive deforestation and forest degradation.

The challenge ahead is producing more food and timber on existing land to reduce the demand for new land. That is sustainable intensification rather than destructive extensification. This is essential for stopping deforestation and forest degradation while at the same time meeting food security needs and creating employment.

On this basis, a coalition of donors - the European Union, the Federal Republic of Germany, the Kingdom of Norway, the French Republic, the United Kingdom, the Republic of Korea, the Netherlands, Belgium and Sweden - and the Central African partner countries - the Central African Republic, the Democratic Republic of Congo, the Republic of Cameroon, the Republic of Congo, the Republic of Equatorial Guinea and the Republic of Gabon - entered into a collaborative partnership to establish the Central African Forest Initiative ([CAFI](#)).

CAFI is a unique initiative that catalyses high-level political dialogue and increased funding to support ambitious [reforms and on-the-ground investments](#) to help partner countries reduce emissions from deforestation and forest degradation while alleviating poverty. Today, with the signature of three Letters of Intent ([DRC](#), [Gabon](#) and the [Republic of Congo](#)), CAFI is funding partner countries to implement programmes that enable them to achieve and increase their ambitions to preserve their forests, reduce poverty and move towards economic diversification.

There is a theoretical potential to scale up commercial investment in tropical commodity supply chains while making them “deforestation-free” and socially inclusive at a landscape level. To yield the most significant results, investments should target forest and peat conservation, sustainable management and restoration embedded in landscapes of sustainable and regenerative agriculture or forestry. Targeting the major supply chains driving deforestation, including palm oil, maize, rubber, cocoa, coffee, and timber, will also be important.

However, there are limited finance flows for forest and land use mitigation in Central Africa. Three key barriers impede the flow of finance to greener land use activities (e.g. [Buchner et al. 2012](#)):

1. **Viability gaps.** These arise where the costs of an activity are greater than available revenues, considered on a net present value basis. Private investor viability gaps mean a negative return on investment; for the public sector it is the difference between the economic or political costs and benefits. Where viability gaps are not addressed, the private sector will not invest.
2. **Risk gaps.** These specific investment risks prevent public and private entities from providing climate finance, e.g. including technology, financial, political, and market risks. These risks increase the cost of financing and executing land use activities. They can also put expected revenues at risk. As such, risk gaps can widen viability gaps.
3. **Information gaps.** In some cases, public and private actors lack the knowledge or institutional capacity to make investments, develop policy frameworks, or design interventions to target specific risks and costs. [Kato et al., 2014](#), identify several possible information gaps, including information on technologies, financial structures, and enabling environments.

To successfully scale up investments in green land uses, CAFI will keep working with governments on policy reforms that address one or more of these gaps in different land use sectors. Simultaneously, **CAFI is launching a regional private sector facility which will invest specifically in the private sector through our implementing organizations.**

3. OBJECTIVE OF THE CALL FOR EXPRESSIONS OF INTEREST (EoI)

The aim of this EoI is to select implementing organizations and projects to be financed by the CAFI private sector Facility. Submissions of interest may cover one or more projects.

The type of private investment that will deliver the most benefits in terms of reducing GHG emissions from deforestation and forest degradation in Central Africa are those that increase the value of standing forests through sustainable uses or deploy intensive, labour-absorbing, and environmentally benign practices. In the coming years, CAFI needs to progressively engage with all the major private sector actors in the region in this process.

The CAFI grant funding is largely insufficient to provide the required incentives to drive change at scale. Nonetheless, CAFI can play a central role in catalysing forest conservation and sustainable development in Central Africa by doing the following:

1. **Providing preparation grants for developing a pipeline of “bankable projects”.** This will allow the private sector to develop project proposals that meet CAFI implementing organizations’ investment criteria.
2. **Providing investment grants through a blended finance approach** – which uses CAFI funds to share risk and crowd-in private investment through co-financing.
3. **Providing performance-based grants to provide an explicit value on forest carbon and biodiversity.** At any reasonable carbon price, there are huge dividends to engaging in



more intensive, labour-absorbing commodity production—instead of deforestation that yields trifling, ephemeral gains. This is why CAFI will provide performance-based payments (or payment for environmental services)¹. Performance-based grants are not made in advance but rather ex-post upon the verified achievement of certain pre-agreed results (which should be quantified as measurable outputs or outcomes). This instrument provides assurance of “value for money” and a way to increase accountability for the delivery of results compared to open-ended payments made in advance.

More details on the eligible projects and specific financial instruments are provided in the investment framework in Appendix 1.

4. TERMS & CONDITIONS

4.1. SUBMISSION SCHEDULE AND PROCESS

Steps	Dates /Process
1. Publication of the Call for Expressions of Interest	19th of September 2023
2. EOI submission	on a rolling basis (first come, first serve)
3. Examination of bids	Within 2 weeks of submission
4. Transmission of selection results	Within 1 month of submission

Interested bidders are invited to submit any clarification questions. Questions and answers will be posted on the website of CAFI.

4.2. ELIGIBLE ORGANIZATIONS AND ELIGIBILITY CRITERIA

Bidders or bidding consortia may be the following entities in accordance with the legal framework of CAFI:

1. **United Nations system agencies and the World Bank;**
2. The following **eligible Non-United Nations Organizations (NUNOs)**
 - a. **International cooperation organizations** (e.g. KFW, Enabel, AFD, GIZ, USAID, JICA, SNV, etc.);
 - b. **International non-governmental organizations (INGOs) or international research institutes** (not-for-profit), provided they meet the following criteria²:
 - Have a collaboration agreement with at least one of the 6 CAFI member countries, or be in the process of obtaining one, or be committed to obtaining one, as they are able to present all the characteristics required to do so;
 - Have carried out projects with a total cost of at least 6 to 10 million USD in the Congo Basin region over the last 5 years (corresponding to the estimated budget of the project considered by the bidder, see Appendix 1). Equivalent experience in other tropical regions may also be considered.

¹ This Payment for Environmental Services programme builds on the DRC PES programme under development in the context of the Lol. It will use the same performance metrics as well as monitoring reporting and verification protocols and will add additional payment-linked indicators for specific investments not covered by the DRC. Furthermore, PES programmes will be regional in scope.

² For further details, please refer to Appendix 3.

It is emphasised that, in the case of NUNOs, to access CAFI funding, implementing organizations will need to be accredited. Nevertheless, all NUNOs meeting the above eligibility criteria are invited to submit their interest (accredited or not). Non-accredited NUNOs will be required to complete the accreditation questionnaire in Appendix 3. The accreditation process, described in Appendix 3, will only be undertaken for implementing organizations selected for this EOI.

Direct Submissions by the Private Sector

For-profit organizations do not meet the above eligibility criteria and will not have direct access to CAFI funds. However, they are invited to submit an expression of interest. The CAFI Secretariat will refer these submissions to CAFI implementing organizations to accelerate the development of a project pipeline.

4.3. SUBMISSION OF EXPRESSIONS OF INTEREST

A submission of interest may cover one or more projects. Each submission can be made individually or on behalf of a consortium of national and international organizations. The pre-identification of a consortium of national and international organizations, at this preliminary stage, enables us to highlight the respective and combined strengths of these organizations on a given theme or themes, which will be considered in the evaluation of submissions.

For each submission, individually or on behalf of a consortium, the eligible implementing organization leading the consortium must submit:

- ✓ A duly completed **expression of interest form** in the format shown in Appendix 2, written in French or English.
- ✓ **Letters of agreement in principle from pre-identified partners.** Please note that the participation of a partner in several bids within a consortium does not disqualify the lead implementing partner.
- ✓ **External technical and financial evaluations of relevant projects / programmes**
- ✓ **For all NUNOs:** the questionnaire in Appendix 3, duly completed, together with the documents requested by the questionnaire.
- ✓ **For NGOs and international research institutes:** Financial audits or financial statements from the last 3 years.

By submitting their proposals, bidders are deemed to be fully aware of:

- Terms and conditions of the call;
- The CAFI Private Sector Investment Framework, which details the nature and scope of the results to be achieved and actions to be taken;
- Terms of Reference (ToR) of the CAFI Fund and its results framework.

An expression of interest to work with the private sector submitted by an implementing organization during a previous CAFI call for expression of interest may be considered in the context of this specific Eoi.

4.4. FINANCIAL AGREEMENT

The selection of an implementing organization for one or more projects at the end of the Eoi process does not commit CAFI to funding the development of the studies, projects, or programmes (see section on operating procedures).

In the event that the implementing organization does not have the personnel or financial resources to finalise the project document, a request for funding (preparation grants) may be

made and must be approved by the [CAFI Secretariat](#) after submission and review of a grant request document to CAFI. The implementing organization may then enter into an agreement with the Administrative Agent (AA) of the CAFI Fund, the MPTF Office of the United Nations. In the case of NUNOs, the accreditation process will determine their eligibility to use CAFI funds prior to any transfer to the implementing organization. It should be noted that requesting a preparation grant will considerably slow down the project implementation process, which will be taken into account in the evaluation.

The CAFI Executive Board will sign the CAFI programme/project document with the implementing organization. On instruction from the CAFI Executive Board, the UN MPTF Office will transfer the funds directly to the implementing organization, according to the payment schedule agreed in the contract. The implementing organization applies its own financial management rules and regulations consistent with the implementation modalities defined in the programme/project document of CAFI.

4.5. SELECTION CRITERIA

The CAFI Secretariat will evaluate the expressions of interest in two stages:

Step 1: Reviewing the compliance of expressions of interest received

Expressions of interest that do not meet the following minimum criteria will be disqualified:

- The implementing organization (lead partner in the case of a consortium) is eligible in accordance with the definitions provided in section 4.2.
- The expression of interest file is complete, including the expression of interest note in the expected format, duly completed, and the documents listed in section 4.1.
- The implementing organization (or consortium) has demonstrated sufficient capacity to implement the selected project(s).
- The implementation approach is in line with the expectations of the private sector investment framework presented in Appendix 1.

Stage 2: Evaluation of expressions of interest

Expressions of interest will be evaluated based on the following criteria:

Domains	100
A. Relevant experience and proven track record: Means of verification/assessment: expression of interest form, proof/certificates of successful completion of projects provided in the expression of interest file	15
1) Have carried out projects and/or programmes equivalent to those of the project in question, with a total cost of at least 6 to 10 million USD in the Congo Basin region over the last 5 years (corresponding to the estimated budget of the project considered by the bidder, see Appendix 1). [Equivalent experience in other similar regions could also be considered, but additional points will be given for projects implemented in the Congo Basin].	5
2) Thematic experience relevant to the proposed project.	5
3) The results of external evaluations in terms of quality of implementation, fiduciary management, etc. demonstrate adequate capacity (similar programmes have been successfully implemented and delivered or exceeded planned results).	5
B. Understanding of context and expectations Means of verification/assessment: expression of interest form	15
1) The proposal is aligned with the CAFI Private Sector Investment Framework.	5
2) The proposal demonstrates a very good understanding of the issues and problems of the specific sector(s)/countr(ies).	5
3) The proposal envisages real synergies with existing public sector initiatives in the relevant field(s) and targeted jurisdiction(s).	5
C. Impact Means of verification/assessment: expression of interest form	50
1) Emission reductions potential.	20
2) Ratio of co-financing mobilised relative to the CAFI contribution to the total Project.	10
3) Replicability and scalability (degree to which CAFI can achieve sustainable development impact beyond a one-off project or programme investment).	10
4) Co-benefits (reference the ability of the project to enable the achievement of one or more of the Sustainable Development Goals).	10
D. Project implementation Means of verification/assessment: expression of interest form. For non-accredited NUNOs: Appendix 3 questionnaire and supporting documents provided.	20
1) The institutional arrangements envisaged are appropriate and allow for rapid and effective (results- oriented) project implementation including the delivery of a coherent package of instruments. (prep grants, investments, and performance-based payments).	5
2) The implementing organization or consortium proposes the implementation of a large project or programme to reduce transaction	5

costs.	
3) The operational schedule is credible and effective. The organization has identified strategies to address potential risks of delay and/or ensure rapid operational implementation.	5
4) Policies, procedures and approaches of the implementing organization ensure that safeguards and risk reduction are taken into account in project implementation (in relation to gender, human rights, corruption, etc.).	5

5. SPECIAL CONDITIONS FOR PROGRAMMES AND PROJECTS

5.1. OPERATING PROCEDURES

Following evaluation of an expression of interest, the Board of CAFI will decide on the selection of the implementing organization based on the technical analysis conducted by the CAFI Secretariat. The Executive Board of CAFI will be able to choose several organizations for the implementation of one or several project(s).

Implementing organizations will be asked to develop a project document (PRODOC) for the project(s) for which it has been selected. The PRODOC will follow CAFI guidelines which may be the subject of specific decisions by the Board of Directors and/or programmatic directives drawn up by CAFI, which will then serve as the basis for the review and approval of project or programme documents.

An approved expression of interest note enables the detailed **feasibility study** phase³ (Phase 1) to begin, before a **full project or programme proposal is** drawn up (Phase 2).

PRODOC Preparation Grants (to be distinguished from preparation grants for investment project downstream).

For the preparation of feasibility studies and CAFI project documents, implementing organizations may request a preparation grant from CAFI. In this case, **the bidding implementing organizations will have to notify this choice in their expression of interest note, including a preliminary estimate of the associated amount.** If selected, implementing organizations will be required to submit, within a maximum of 2 months, a grant application document for the preparation of the project document in accordance with the current format of CAFI.

The studies and their data funded as part of a preparation grant must be made fully available to CAFI and comply with the related visibility and communication obligations.

5.2. AVAILABLE FINANCIAL RESOURCES

For feasibility studies and development of a complete project proposal (preparation grants)

An expression of interest may include a request for a preparatory grant ranging from USD 100,000 to a strict maximum of USD 500,000, allowing funding for all or part of the feasibility study and subsequent drafting of the full project proposal.

By way of indication, the following preparation grant amounts are envisaged for various volumes of projects/target programmes:

Target programme	Prep Grant
< 5 million USD	100,000 USD
[5-10] million USD	≤ 300,000 USD

³ The pre-feasibility study report is expected to include at least the following elements:

- Determination of needs and best strategies to meet them (following a theory of change approach), quantified objectives, programme duration and estimated budget required based on justified cost estimates;
- Concrete synergies with existing programmes when conducting the pre-feasibility study. Activities should not be limited to those funded by CAFI, and should also coherently support CAFI donors in their programming efforts.



The amounts requested must be duly justified in the grant application document, and are subject to approval by the CAFI Secretariat, depending on the complexity of the issue in question.

For target projects or programmes:

This EOI aims to develop a pipeline of projects that will enable CAFI to commit at least \$100 million USD. This amount will be broken down between the projects selected according to the estimated needs justified in the project/programme documents, and according to the arbitration carried out by the CAFI Executive Board.

5.3. DURATION

Completion of feasibility studies and development of a full project proposal: maximum 6 months (unless duly justified by CAFI due to the complexity of the programme).

Target projects or programmes: Between 2 and 5 years, with the possibility of extension based on performance.

6. SUBMISSION OF EXPRESSIONS OF INTEREST

Tenders should be sent by e-mail to the following address: eoi.cafi@undp.org , with the following wording:

Attn: CAFI Fund Secretariat

Subject: Submission for EOI 2023/03/PRIV

Submissions will be analysed on a "first come, first served" basis and either accepted or rejected based on the scoring criteria.

APPENDICES

- Appendix 1: CAFI Private Sector Investment and Performance Framework
- Appendix 2: Expression of Interest form
- Appendix 3: Questionnaire on accreditation of non-UN implementing bodies (NUNOs only)



Appendix 1: CAFI Private Sector Investment Framework

See **CAFI Webpage:** [CAFI Launches Call for Expressions of Interest for Regional Private Sector Facility.](#)

Appendix 2: Expression of interest form

SECTION 1: GENERAL INFORMATION

Name of implementing organization - lead partner	
Contact Person and Details	
Name(s) of pre-identified partner(s)	
Sector	Energy <input type="checkbox"/> Agriculture <input type="checkbox"/> Forest Industry <input type="checkbox"/> Ecotourism and Conservation <input type="checkbox"/> Landscape restoration <input type="checkbox"/>
Grant Instrument	Project preparation grant <input type="checkbox"/> Investment Grant <input type="checkbox"/> Payment for environmental services (Performance-based grant) <input type="checkbox"/>
Preparation donation request	<input type="checkbox"/> Yes: Estimated budget requested XXX USD <input type="checkbox"/> No
Operator/consortium capabilities	
<i>Name of implementing organization - lead partner</i>	
Portfolio value and number of programmes managed by the operator over the last 5 years.	
<i>Implementing organization's</i> in-house technical capabilities (number of employees and areas of expertise)	
Presence in the Congo Basin and number of staff (management, programming, operations) of the implementing organization.	
Description of capacities and procedures for recruiting local executing agencies/staff to contribute to project management.	

Description of the implementing organization's ability to manage its own project implementation procedures flexibly, rigorously and efficiently (examples of projects, existence of a procedures manual for managing in-house activities and recruiting external firms, etc.).

For INGOs and research institutes, provide:

- *Financial audits or financial statements for the last 3 years;* Indicate the existence of an accounting and contracting department at head office that can provide support and guidance in managing field projects.

*Name of partner organization - **complete the information below for the lead partner for each partner organization.***

SECTION 2: EXPERIENCE OF THE IMPLEMENTING ORGANIZATION AND ITS PARTNERS

To justify their experience and the results they have fulfilled, operators are invited to present a list of the programmes and initiatives they have developed in connection with agricultural development support for producers, indicating for each:

- ✓ Name of initiative, geographical location, and duration
- ✓ Amount of funding and sources of funding,
- ✓ A brief description of the programme, including the scale and innovative approaches promoted
- ✓ The results achieved include, but are not limited to, the following:
 - Scale: number of beneficiaries, including percentages of women and indigenous beneficiaries, number of jobs created, etc.
 - Improved productivity and/or diversification of production (percentage improvement in agricultural productivity, improved income for beneficiaries, diversification of production, etc.),
 - Financial: percentage of loan repayments when projects make use of them, mobilisation of additional co-financing, etc.
 - Any others.

Additional support documentation to be provided:

- External evaluations of relevant projects attesting to successful completion and fulfilment (hyperlinks or provided in the file)

SECTION 3: IMPLEMENTATION APPROACH

UNDERSTANDING THE ISSUES

(2 pages maximum) - Describe (i) the understanding of the issues and problems, (ii) the specific context of the area or field of intervention, (iii) the relevant past initiatives and lessons learned on which and (iv) the specific barriers to be addressed in relation to the project and relevant to guiding the strategic choices to be made.

PROPOSED STRATEGY

Strategic choices

(1 page maximum) - In connection with the previous section, highlight and justify the major preliminary strategic choices made, in line with the objectives and principles of CAFI (available in the Fund's Terms of Reference on the CAFI website). These can be presented in the form of a list, with items such as:

- Direct Project Finance or working through national financial institutions (e.g. microcredit institutions to reach small-holders)
- Integrated or value chain approach in support of production activities (e.g. multiple financial instruments for different actors of the timber industry) or focus on a specific activity/echelon in the value chain (e.g. specific credit line for timber transformation).
- Target beneficiaries for an objective (for example, a plantation could be carried out by small-scale producers or by a large private company)
- Types of support to beneficiaries: technical assistance and/or loans, and/or subsidies and/or payment for environmental services, etc.
- Approach to national ownership



- Strategy(ies) for sustaining achievements beyond the project, etc.

Preliminary project structure

Submissions should include a preliminary proposal for dividing the project into outputs and activities, in accordance with the guidelines of the CAFI fund (see box below).

CAFI Fund guidelines for project structuring

Within the framework of the CAFI fund, projects are broken down into outputs and activities directly linked to the impacts and outcomes sought by the CAFI fund, as described in its Terms of Reference. The impacts and outcomes are not fixed by the projects themselves, but it should be emphasised that an Output may respond to one or more of the CAFI Outcomes.

Outputs: Outputs are the concrete elements that the project will achieve during or at the end of its execution. They must be SMART (**S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**ime-bound) and can, if necessary, be broken down into sub-products.

For example, an output might be 'the establishment and maintenance of 2,000 ha of plantations'. Conversely, an output such as 'smallholders capacities strengthened in soil fertility management' is not SMART and therefore not acceptable.

Activities: Activities are operational steps which, when taken together, will lead to the desired output, including capacity-building for relevant stakeholders.

SYNERGIES WITH PUBLIC INVESTMENTS

Implementing organizations can list relevant public sector initiatives projects that support the same outcomes, outputs, and activities, and explain how coherence/complementarity between them will be ensured. In addition to consulting the stakeholders in charge of the initiatives listed during the project document development phase, it is expected that concrete, appropriate and effective proposals would be identified to foster synergies between the public sector projects funded by CAFI (or others) to maximise the impact of private investments.

Project	Description	Implementation period	Relevant strategies for creating synergies

SECTION 4: IMPACT

4.1. EMISSION REDUCTION POTENTIAL

Please explain how best available technologies and practices have been considered and will be applied to reduce emissions from the forest and land-use sector. If applicable, specify the innovations/modifications/adjustments that are made based on industry best practices.

If available, provide references from the literature or past experiences on the emission reduction potential in terms of tCO₂e of the technolog(ies) and practices proposed.

If available, provide information from the literature or past experiences on the cost-effectiveness (efficiency) in terms of \$/tCO₂e of the technolog(ies) and practices proposed.

4.2 REPLICABILITY AND SCALABILITY

In this section explain the degree to which CAFI can achieve sustainable development impact beyond a one-off project or programme investment. Proposals should demonstrate potential for scaling up or replication through concrete plans or examples if available.

4.3 CO-BENEFITS

In this section, reference the ability of the project to enable the achievement of one or more of the [United Nations Sustainable Development Goals](#).

4.4 BUDGET AND CO-FINANCING

This section lists financial needs of the project. For each output, the bidder will be able to estimate a budget requirement based on experience or proxies. This estimate is given as an indication to inform decision-makers and will be reviewed during the project document preparation phase.

Outputs	Financial Instrument (prep grant, investment grant, performance-based grant/PES)	Amount in USD
Output 1...		
Output 2...		

The ability of implementing organizations to raise co-financing is an important selection criterion and should be indicated in this section. Note that for co-financing, the CAFI policy on co-financing, adopted in December 2022, including obligations on the coordination, and reporting of actions, applies.

CAFI financial instrument	Amount
1. Preparation Grant Instrument	
2. Investment Grant Instrument	
3. Performance-based grant instrument	
4. Total Requested CAFI Funding	
Co-financing	Amount
5. Senior loans	<u>Enter amount</u>
6. Subordinated loans	
7. Equity	
8. Guarantees	
9. Reimbursable grants	
10. Grants	
11. Other	
12. Total co-financing	
Total	Amount
13. Total Project/Programme	

Funding

14. Co-financing ratio

SECTION 5: PROPOSED IMPLEMENTATION ARRANGEMENTS

5.1. PROSPECTIVE INSTITUTIONAL ARRANGEMENTS AND PARTNERSHIPS

In this section, the implementing organization should describe the proposed arrangements for carrying out the project(s), in particular:

- Whether the implementing organization plans to establish a Project Management Unit within an institution or within the organization or project. It should be noted that the reinforcement of relevant existing PMUs is an asset, as projects could be operational more quickly.
- An explanation of how transaction costs will be minimised and consistency between projects ensured.
- The planned strategy for identifying investment projects (upstream of project implementation, or through a call for tenders at the start-up stage).
- In the case of the direct release of subsidies or PES to private beneficiaries, a brief explanation of the mechanism(s) envisaged must be provided.

The implementing organization should explain how the institutional arrangements envisaged are appropriate and allow for rapid and effective (results-oriented) project implementation including the delivery of a coherent package of instruments (prep. grants, investments, and performance-based payments). If project preparation grants, investments and performance-based payments are delivered/managed by different entities, describe which measures will be taken to ensure that projects will be able to transition and/or combine these instruments with minimal administrative burden.

5.2. OPERATIONAL TIMETABLE

Describe in a table the main stages and estimated duration of the process envisaged, from the selection of the implementing organization to the operationalization and closure of the project in the field. As an indication, the stages will include (i) preparation of the project document, (ii) recruitment and establishment of the project management unit, (iii) recruitment of technical assistance, (iv) identification of the portfolio (call for proposals, due diligence, etc.), (v) signature of funding agreements between the implementing organization and the private sector organization, (vi) investment in field activities, etc.

NB: in the specific case of performance-based grants instruments, additional stages will include monitoring and reporting results to CAFI and undergoing independent verification, and finally requesting first payments from CAFI.

In this section, the bidder may indicate what strategy it may envisage to ensure rapid operationalization of activities in the field, in order to anticipate the risks of delays that may arise.

5.3. INTERNAL POLICIES OF THE IMPLEMENTING ORGANIZATION AND RISK MANAGEMENT/SAFEGUARDS

Provide a summary of the implementing organization's policies, procedures and, if applicable, experience in integrating into projects: i) gender and indigenous issues, ii) human rights and non-discrimination, iii) conflict prevention and resolution, iv) monitoring, evaluation and learning, v) corruption and conflict of interest, as well as 'do no harm' approaches.

Appendix 3: Questionnaire to be completed by NUNO Lead Partners concerning eligibility for access to CAFI funding

This annex aims to clarify the accreditation process for Non-UN Implementing Agencies (NUNO) to directly access CAFI funds.

While **accreditation is not required for a NUNO to submit an expression of interest**, it is mandatory for access to CAFI funds (preparatory grant, project funding). Consequently, the information below must be completed:

	Y	N
	E	O
	S	
1. Does the Implementing Organization have a current and valid legal registration document in countries where the project(s) is located , or evidence that such registration is possible (see tips here)?		
2. Has the Implementing Organization already been accredited for access to funding from CAFI for the implementation of projects in other countries in the sub-region?		
3. Has the Implementing Organization already undergone a HACT (Harmonized Approach to Cash Transfers) micro-assessment ?		
4. Is the Implementing Organization accredited for at least one of the following funds: Green Climate Fund, Global Environment Facility, Adaptation Fund, Global Fund, or proof of EU pillar assessments and other EC donor assessments?		
5. Does the Implementing Organization have one or more internal policies for managing environmental and social safeguards?		

In addition to this questionnaire, please attach the following to your application:

For all NUNOs

- A **current and valid legal registration document in CAFI countries**, or evidence that demonstrates that such registration is possible (see tips [here](#)), as well as his legal status in his country of origin - **Necessary**;
- **A reference from the UN or a donor** attesting to satisfactory management of the financial programme over the past three years - **Optional but recommended**;

For NUNOs not accredited by CAFI

- **An assessment of the implementing organization's capacity to prevent, address and respond to sexual exploitation, abuse and harassment (SEAH)**, in line with the UN Protocol on Allegations of Sexual Exploitation and Abuse Involving Implementing Partners - **Required**, using [the form provided by CAFI](#).

For NUNOs not accredited with CAFI who answered **yes** to question 3

- A copy of the **most recent HACT micro-assessment** - **Required**,

For NUNOs not accredited with CAFI who answered **yes** to question 5

- Internal policy document(s) for managing environmental and social safeguards - **Necessary**.