Call for Proposals
Regional Implementation Team
Madagascar and Indian Ocean Islands Biodiversity Hotspot

Opening date: Monday, January 17, 2022

Closing date: Thursday, March 17, 2022

Email submission: cepf@cepf.net

BACKGROUND

The Critical Ecosystem Partnership Fund (CEPF), a joint initiative of l'Agence Française de Développement (AFD), Conservation International, the European Union, the Global Environment Facility, the Government of Japan and the World Bank, is designed to help safeguard the world's biodiversity hotspots. As one of the founding partners, Conservation International administers the global program through a CEPF Secretariat.

With funding from the Green Climate Fund (GCF) through AFD as the Accredited Entity, CEPF will institute and manage a 10-year program of support to civil society organizations to promote ecosystem-based adaptation in the Madagascar and the Indian Ocean Islands Biodiversity Hotspot. Program activities will take place in the Comoros, Madagascar, Mauritius and the Seychelles. Full details can be found at this link.

CEPF seeks to recruit an organization or consortium to serve as the Regional Implementation Team (RIT) for a period of five years, from July 2022 to June 2027. During this five-year period, it is anticipated that the RIT will support the development and oversight of a portfolio of approximately 100 grants to nongovernmental organizations, community-based organizations, academic institutions, private companies and other civil society organizations. Grants of up to USD50,000 in value will be contracted and overseen directly by the RIT; grants above this value will be contracted and overseen by the CEPF Secretariat, with support and guidance from the RIT. It is anticipated that 50 percent of the portfolio will be in Madagascar, with the remainder being split evenly among the other three countries.

Eligible organizations are invited to apply for a five-year grant to establish an RIT that will oversee a USD16 million CEPF investment strategy for the Madagascar and the Indian Ocean Islands Biodiversity Hotspot. The maximum funding available for the RIT grant is USD2,300,000.

An independent evaluation of the current RIT can be found on the website as part of background

documents.

The organizations shown in Table 1 submitted an Expression of Interest by the closing date of 15 December 2021 and are thus eligible to apply in the lead role for the RIT. There is no obligation for these organizations to submit a proposal. They are free to form partnerships with other organizations, regardless of whether those other organizations submitted an Expression of Interest. However, CEPF will only accept proposals with organizations shown in Table 1 acting in the lead role.

Table 1. Organizations Eligible to Submit Proposals in the Lead Role

No.	Organization	Lead Contact	Contact Information
1	AVAHI	Aina Rakotoarisoa	aina@avahi.co
2	Biotope SAS	Mathieu Souquet	msouquet@biotope.fr
3	Biotope Madagasar	Guillaume Crepin	gcrepin@biotope.fr
4	BirdLife International	Julius Arinaitwe	julius.arinaitwe@birdlife.org
5	Capacity Building for Communities	Sariaka Nantenaina	admin@c-f-c.org
6	MIARAKAP	Emmanuel Cotsoyannis	e.cotsoyannis@miarakap.com
7	INDRI	Jean-Philippe Palasi	jppalasi@indri.solutions
8	IUCN National Committee of the Netherlands	Coenraad Krijger	Coenraad.krijger@iucn.nl
9	SAF-FJKM	Tsialoninarivo Rahajary	saf@moov.mg
10	ONF International	Béatrice Nanne	beatrice.nanne@onfinternational.org
11	PACT	Cristine Betters	cbetters@pactworld.org
12	SAGE - Fampandrosoana Maharitra	Rakotoniaira Naritiana	sage@blueline.mg
13	Fondation Tany Meva	Claude Fanohiza	c.fanohiza@tanymeva.org
14	FAPBM- Fondation des Aires Protégées et la Biodiversité de Madagascar	Alain Liva Raharijaona	lraharijaona@fapbm.org

CEPF's investment in the Madagascar and Indian Ocean Islands is guided by a program design document called an "ecosystem profile." The document describes the thematic priorities for investment and includes maps identifying priority sites. The ecosystem profile is currently being updated and a draft will be made available to all applicants during February 2022. For reference,

the previous ecosystem profile, approved in 2014, is available at this [link](#).

The ecosystem profile does not include specific project concepts, because civil society organizations will develop these as part of their applications for CEPF grants. Rather, the ecosystem profile presents an investment strategy, which outlines the types of activities that are eligible for CEPF funding. Within this strategy the RIT is responsible for the final Strategic Direction (Provide strategic leadership and effective coordination of CEPF investment through a Regional Implementation Team) but implicitly becomes a partner of the CEPF Secretariat in developing and overseeing a portfolio of grants that addresses the whole investment strategy.

CONFERENCE CALL AND CLARIFICATIONS

CEPF will hold a conference call on **February 4, 2022 (at 11 am Madagascar time)** to briefly describe the expectations for the RIT and respond to questions. The call details will be available on the website. All organizations listed in Table 1 will receive detailed instructions on how to access this call. An electronic recording of the call will subsequently be made available via the CEPF website.

CEPF will accept written questions sent to cepf@cepf.net up until to **Tuesday, February 8 2022**. CEPF will post all questions received and responses for public viewing on www.cepf.net by **Friday, February 11, 2022**.

CEPF may also use www.cepf.net to release other explanatory documents that may assist applicants in completing their proposals.

ELIGIBILITY AND EXCLUSIONS

Nongovernment organizations, private companies (including consulting firms) and other civil society organizations with substantial experience in biodiversity conservation, sustainable development or capacity building are eligible to apply for the RIT. Only those organizations that are listed in Table 1 may apply in the lead role.

Organizations must have their own bank account and be authorized under relevant national laws to receive charitable contributions. Government-owned enterprises or institutions are eligible only if they can establish that they: (1) have a legal personality independent of any government agency or actor; (2) have the authority to apply for and receive private funds; and (3) may not assert a claim of sovereign immunity.

Provided an organization meets the above requirements, groups that participated in updating the ecosystem profiling, either as a stakeholder, participant, author or consultant, are eligible to apply. Any potential advantage gained as a result of involvement in this process will not be considered during evaluation of proposals.

The RIT can consist of a single organization or a consortium of eligible organization. If a consortium is submitting a proposal, then one organization must be clearly identified as the lead. The lead organization will have final responsibility for submitting the consolidated proposal and if successful, will be responsible for leading implementation, reporting to CEPF, receiving

and disbursing funds, and coordinating the other members of the consortium. The lead organization must be one of those organizations listed in Table 1.

Organizations that are members of the selected RIT consortium, whether in the lead role or a supporting role, will not be eligible to receive other CEPF grants within the same hotspot. Applications from formal affiliates of those organizations that have an independent operating board of directors will be accepted, subject to additional external review.

PERIOD OF PERFORMANCE

The period of performance is for five years, from 1 July 2022 to 30 June 2027.

AWARD OF TWO GRANT AGREEMENTS

The result of this competitive process will be two separate grant agreements, signed between Conservation International, acting on behalf of CEPF, and the lead organization of the RIT.

The first agreement will be to perform the role of the RIT, as described in the terms of reference.

The second agreement will consist of money for small grants. Applicants should include all labor, managerial and administrative expenses associated with managing the small grants mechanism in their proposal for the RIT.

As described in the terms of reference, the RIT will be responsible for disbursing grants via a small grants mechanism. Individual small grants will have a maximum budget of USD50,000. The total amount of money allocated for small grants will be determined by the RIT and the CEPF Secretariat. For the purposes of preparing RIT proposals, please use USD2,000,000 as the budget amount, which amounts to at least 40 small grants. This amount is separate from the RIT agreement, which has a ceiling of USD2,300,000.

Prior to the award of the small grant mechanism grant, the RIT will be required to prepare a small grant agreement template for CEPF approval.

In summary, this solicitation is for one proposal that will lead to two separate agreements with one lead organization.

SOLICITATION, REVIEW AND AWARD

This call for proposals follows a call for expressions of interest that was released on 17 November 2021 and distributed widely by the CEPF Secretariat, including via the CEPF website and e-newsletter.

The CEPF Secretariat is responsible for the analysis and ranking of applications. The Secretariat will present this analysis and all responsive applications to the CEPF Working Group, which consists of representatives from each CEPF global donor. The Working Group will make a final recommendation to the CEPF Donor Council, which will formally approve the selection of the RIT.

INSTRUCTIONS FOR THE PREPARATION OF PROPOSALS

Proposals must be submitted in English or in French.

The application process for the RIT involves completion of several separate elements, described below. Please consult the CEPF Operational Manual at this [link](#), because the RIT will be responsible for helping CEPF fulfill the policies and procedures contained therein.

1. Proposal Files

Applicants should provide Microsoft Word, Excel or PDF files that address all the items below.

A cover note listing all documents submitted. The cover note should clearly list the name of the lead organization's chief executive, and, if different, the name(s) of all parties with the ability to legally bind the organization and the name(s) of all parties whom CEPF should contact for clarifications and negotiations. The cover note should also provide complete mailing address, street address (if different), email address(es) and telephone number(s).

Organizational experience related to the tasks described in the terms of reference, including demonstrated experience in the following areas:

i.   Playing a leadership role in biodiversity conservation and civil society capacity building in the hotspot.
ii. Working with diverse civil society organizations, including providing assistance for project proposal development and implementation.
iii. Conducting performance, programmatic, and financial management monitoring.
iv. Working with donors, governments, communities, the private sector, and other stakeholders on conservation and development issues, including building alliances and networks of stakeholder groups to achieve conservation goals.
v.   Managing multi-faceted programs and grants of similar size, scope, and complexity as the RIT and small-grants mechanism.
vi. Basic information on the organization, such as History and Mission Statement, Year Organization Established and Total Permanent Staff.

Project rationale and project approach demonstrating a clear understanding of: the ecosystem profile, including the conservation issues in the hotspot, the EbA approach, the strategic directions and investment priorities; the overall mission and strategic approach of CEPF; the role of civil society to achieve the investment strategy set out in the ecosystem profile; and the constraints and opportunities of working in a diverse and broad political, socioeconomic, and geographic environment. Applicants should demonstrate a clear approach to working with civil society and an understanding of the different contexts/challenges facing civil society organizations in the hotspot.

The project approach should show a clear understanding of grant-making requirements from international donors. (Applicants are referred to the CEPF Operational Manual, which includes the CEPF grant agreement template.)

Supplemental text to the project approach that explains how applicants will (1) work with grantees and other important stakeholder groups to build a grant portfolio that encourages collaboration and synergy to implement the CEPF investment strategy, and (2) ensure sustainability and the ability to replicate their efforts.

If a consortium of organizations is applying, applicants should explain the contractual arrangements that will be put in place between the lead organization and other partners.

Management systems to meet the requirements of the Terms of Reference. This includes systems or demonstration of administrative capacity and systems for monitoring grants and for managing a small-grants mechanism (including solicitation, award, monitoring and evaluation, and modification and/or resolution of non-performing grants).

An organizational chart describing the lines of authority between individuals or organizational relationships between consortium members to achieve desired results. This figure should show where individuals are placed (e.g., city, country) and relationships between the RIT, the CEPF Secretariat and other relevant stakeholders.

As appropriate, work flow diagrams (e.g., for soliciting and awarding grants), work plans (e.g., Gantt charts), or any other **visual elements** better explaining how activities will take place, when they will take place and who will be responsible for leading them.

Applicants must propose, by name, a single, dedicated team leader with appropriate managerial and technical experience who is fluent in written and spoken English. CEPF's expectation is that this person will be named in the proposal and provide a commitment letter. Applicants that do not name a team leader but intend to recruit one after project award must name appropriately qualified full-time staff who will fill this role until the permanent team leader is engaged.

Applicants should name all other principal personnel, including, for example, country-based project officers, financial officer, small-grants manager or specialists in biodiversity, EbA, communications, policy or private sector engagement.

Curricula vitae of all principal personnel making up the RIT.

References. Applicants should provide the complete names and contact information of contract managers or project officers from three contracts/grants of similar size, scope and complexity, either ongoing or completed within the last three years.

2. Budget

Applicants should prepare a budget in Microsoft Excel, per the template included with this request for proposals.

If a consortium is applying, each subordinate partner should be listed as a "sub-grant", with a detailed breakdown of costs being provided on a separate worksheet, all of which feed into the lead organization's worksheet.

Each worksheet should have subtotals for salaries/benefits; professional services; rent and storage; telecommunications; postage and delivery; supplies; furniture and equipment; maintenance; travel; meetings and special events; miscellaneous; and management support costs.

Worksheets should show all calculations, including unit costs, total units and totals per year over five years.

CEPF allows for management support cost to a maximum of 13 percent of direct costs. Management support costs must be justified with supporting documentation, such as audited financial statements or organizational policies.

The budget should be only for the RIT award and not include funds for the small grants, which will be provided under a separate agreement (see above). Nevertheless, the budget should incorporate all costs associated with managing the small grant mechanism.

APPROACH TO THE RIT TERMS OF REFERENCE

Good proposals will address the following points discussed below.

The RIT will support the strategic development of a portfolio of grants, comprising "small grants" (of up to USD50,000) and "large grants" (of more than USD50,000). The RIT maintains a direct financial, contractual and technical relationship with the recipients of small grants. Large grants are contracted and supervised by the CEPF Secretariat. The CEPF Secretariat and the RIT collaborate to manage the entire portfolio of large and small grants.

Number of grantees. For the purposes of the RIT proposal, assume that there will be 40 small grants and 40 large grants. The actual numbers may vary, based on the sizes of the awarded grants.

Ratio of applicants to grantees. Applicants should assume that they will receive as many as five applications for every grant awarded, so around 400 applications will need to be reviewed to yield 80 award-worthy grants.

Timeline. Applicants should expect all available grant funds to be committed by the end of the fourth year (i.e. by 30 June 2026).

Review process. Applicants should consider how proposal reviews will occur. Will the RIT convene a panel of experts to assist in reviews? Will the RIT screen proposals and only submit a shortlist to the experts? Will the RIT decide on its own which proposals should move forward and, instead, use a panel of experts to advise on the overall direction of the program?

Geographic focus. The hotspot includes four countries. The RIT is expected to have a physical presence in each country, in the form of employees, consultants and/or partner organizations. Proposals should include a plan for staff placement, travel, and communication with grantees and with other members of the RIT.

Mentoring and capacity building. Applicants should describe their ability and plan to mentor civil society organizations.

Public policy and private sector engagement. The RIT is required to take a leadership role on behalf of CEPF, the grantees, and broader civil society in relation to engagement with public and private sector actors. The successful applicant will identify opportunities to engage in mainstreaming ecosystem-based adaptation into public policies, as well as identify opportunities for private sector partnerships with civil society organizations to deliver ecosystem-based adaptation models.

Languages. The RIT will serve as the interface between the CEPF Secretariat and applicants and grantees in four countries. As such, the RIT, as a team, must be multilingual in Malagasy, French and English. The predominant languages of communication between the CEPF Secretariat and recipients of large grants will be French and English. Applicants should anticipate dealing with documentation that includes grant agreements, administrative instructions to grantees, proposal templates, and impact monitoring guidance.

Staffing strategy. Apart from having a single, dedicated team leader, applicants are free to propose a team in whatever fashion and with whatever commitment of time they like. However, the Secretariat has found that successful RITs typically have the equivalent of three to five full-time personnel fulfilling the following roles:

   i.   Team leader as primary point of contact for the CEPF Secretariat, strategic leader for the portfolio, lead contact for national governments and senior members of civil society.
   ii. National coordinators for each country, responsible for program development, civil society organization mentoring and capacity building, technical and financial supervision, and monitoring.
   iii. Small grants manager and/or contract manager, responsible for contract preparation, award, oversight and payment authorization.
   iv. Financial manager overseeing the RIT grant and the small grant mechanism.

The financial manager and/or small grants manager should have, individually or collectively, experience as a qualified accountant with an understanding of transaction tracing and financial reviews of smaller organizations. Either the financial officer or small grant manager will be in a position of reading contractual provisions, communicating with the CEPF Secretariat, and ensuring these are appropriately followed by the recipients of large and small grants. Thus, one of these people must be comfortable operating in English regarding common contractual and financial terms.

There are multiple other RIT functions in the terms of reference that should be addressed by the staffing structure, including public policy, private sector engagement, administrative support, communications, monitoring, etc. Each applicant will address these functions differently, based on its own organizational structure.

Management of large grants. While the CEPF Secretariat will maintains a direct contractual and financial relationship with the recipients of large grants, the RIT is required to support the Secretariat with the overall management of these grants. This includes:

i.   Supporting the Grant Director in the strategic development of the grant portfolio, annual portfolio overviews, mid-term and final assessments, and the review of proposals, performance reports, and grantee results reporting.

ii.   Supporting the Grants and Contracts Unit in the collection and review of financial supporting documentation for proposals, quarterly financial reports, supporting documentation for quarterly financial reports, and administrative, financial, and contractual inquiries.

iii.   Supporting the Communications Team in the production or collection of stories, photographic or video content, or Secretariat-led outreach.

iv.   Supporting the Monitoring, Evaluation and Outreach Unit in the collection, tabulation, and verification of results and data from individual large and small grantees.

v.   Supporting the Secretariat in maintaining the online grants management database in Salesforce, called Conservation Grants.

Management of small grants. The RIT is tasked with creating a system for management of small grants or using/adapting its existing system if it has one. At the same time, CEPF has its own database called ConservationGrants. The RIT will have access to ConservationGrants for the entire period of the grant agreement and may use it as a grant management tool. However, due to licensing costs and security requirements, it may not have access to this system after the RIT agreement ends. Regardless of the system used, CEPF requires RITs to use ConservationGrants in relation to small grant recipients, including for storing minimum documentation for each grantee, and entering basic monitoring data.

The RIT must institute a system of operational controls for the management of small grants, including but not limited to solicitation, review, award, supervision, signatory authority, payments, and payment approval authority. CEPF recommends creation of an operational manual for the small grant mechanism, or, if the RIT already is managing a similar program, adaptation of an existing manual.

The RIT must prepare a small grant agreement template that: (1) reflects all the standard terms and conditions that CEPF requires of recipients of large grants; (2) is in compliance with its own organizational policies and financial control systems; and (3) is in compliance with local laws where grants are awarded, as appropriate. This template should be prepared after award of the RIT grant.

The RIT is responsible for ensuring small grantee compliance with the terms of the small grant agreement. This leads to risk for the RIT: if a small grantee is in non-compliance, CEPF could hold the RIT financially responsible. By implication, the RIT should institute appropriate risk mitigation measures, including due diligence during the application process, orientation for grantees upon award, and regular site visits and/or desk reviews (for technical, financial and operational compliance).

Communications. Further to Component 3 of the terms of reference, applicants should describe their own organizational communication strategy, or their plan for coordinating such a strategy, that leads to the promulgation of CEPF goals in the hotspot. Applicants should further describe their ability to collect and share multi-lingual communication products, high-quality

project photos, photo licensing agreements, success stories, authentic quotes from beneficiaries, and media placements.

Mid-term and final assessments. All applicants should budget for a mid-term assessment and for a final assessment. The budgeted costs should cover venue hire, participants meals and refreshments, hotel and transportation for participants from their country to the retreat location as well as per diem (meals only) not covered directly. One or to Representative per Grantee should be invited as well as any other stakeholders (donors, experts, etc.) you deem appropriate.

NEGOTIATIONS

Upon receiving the approval of the Donor Council, the CEPF Secretariat will engage in negotiations with the selected lead organization.

The selected lead organization will be asked to prepare a *pro forma* proposal in its online grants management system, ConservationGrants. The proposal will include a table of deliverables and activities against which the lead organization will report over the life of this grant. These deliverables and activities will correspond to the terms of reference.

The top-ranked applicants, including members of a consortium, will be required to complete a financial questionnaire as part of their final proposal. The questionnaire itself requests further documentation about the organization, including financial statements, auditor statements and registration/incorporation certification.

The successful applicant will subsequently be required, per United States law, to complete security screening forms demonstrating compliance with counter-terrorism and anti-money laundering laws.

Applicants that did not name a permanent team leader in their proposal must submit their name and *curriculum vitae* to CEPF for approval in advance of their engagement. CEPF must also approve any replacement of the team leader during the life of the grant.

EVALUATION CRITERIA

CEPF will use the scorecard in Table 2 for evaluating proposals. The scorecard shows the questions that reviewers will use and the relative weighting of each category. Applicants should ensure that each of these points is adequately addressed in either their proposal files or budget. If a group of organizations apply as a consortium under a lead applicant, CEPF will consider the collective ability of the group for each of the scored items listed below.

Table 2. Madagascar and Indian Ocean Islands RIT Proposal Scorecard

1	Organizational Experience: Technical	Points: 5
1.1	Is the organization's mission statement congruent with the objectives and priorities identified for the region in the ecosystem profile?	
1.2	Does the applicant present experience working with potential partner NGOs, academic institutions, local and national government agencies, and donors?	

1.3	Does the organization have an existing conservation or development program in the region, demonstrated by its duration and record of support by other donors?	
2	**Organizational Experience: Management**	**Points: 15**
2.1	Does the organization demonstrate experience managing programs of similar size, scale, and complexity as that of the Regional Implementation Team?	
2.2	Does the organization have a monitoring and evaluation system or methodology that it has used to manage its own or other programs?	
2.3	Does the applicant have proven financial and administrative system?	
2.4	Has the organization managed the both the technical and financial elements of a small grants program in the past, and was this program of a size (e.g., total amount of money, total number of grants) and complexity (e.g., technical components and recipients) that is comparable to what it will undertake with CEPF?	
3	**Personnel**	**Points: 30**
3.1	Does the applicant propose a clear and viable personnel plan, including names, resumes, position titles, job descriptions, level of effort, work location, and reporting lines of authority?	
3.2	Does the applicant submit the name and resume a single, dedicated team leader, and does this person have the appropriate technical skills/experience and appropriate managerial skills/experience?	
3.3	Does the applicant propose, by name and resume, personnel other than the team leader, and do these people have appropriate technical skills/experience and appropriate managerial skills/experience?	
3.4	Do the proposed team members have, individually or collectively, the language skills necessary to operate effectively in the hotspot?	
3.5	Does the applicant propose a plan for recruitment and/or mobilization of "to be determined" personnel, including job descriptions, job qualifications, and curricula vitae of personnel from the applicant's organization who will perform relevant duties while recruitment is pending?	
4	**Understanding of the Ecosystem Profile**	**Points: 5**
4.1	Does the applicant demonstrate its understanding of the strategic directions in the ecosystem profile and the associated investment priorities and outcomes, targets, and indicators (other than the RIT strategic direction)?	
4.2	Does the applicant discuss the differing challenges of conservation and engagement with civil society in the countries in the hotspot, demonstrating an anticipation of the types of grants to be funded, the viability of targets, and the capacity of potential grantees?	
4.3	Does the applicant describe how its own organizational strategy will be advanced by serving as the lead entity for CEPF in the region and how this will help to ensure sustainability of results beyond the CEPF implementation period?	
5	**Proposed Technical Approach**	**Points: 15**
5.1	Does the applicant address all components of the RIT as described in the terms of reference?	
5.2	Does the applicant demonstrate its plans to work with partners or with civil society organizations that have very different levels of capacity from one country to the next?	
5.3	Does the applicant propose a method to effectively communicate and coordinate the funding opportunity, results and lessons learned?	
5.4	Does the applicant propose a system for soliciting proposals for projects conforming to the strategy described in the ecosystem profile and establish an effective, transparent review process to evaluate these applications?	
5.5	Does the applicant propose a system to monitor and evaluate individual projects and assist in monitoring portfolio performance overall?	

5.6	Does the applicant propose a system to directly award and manage all small grants for civil society of up to USD50,000?	
6	**Proposed Technical Approach**	**Points: 25**
6.1	Does the applicant demonstrate its understanding of the legal requirements to make grants in the hotspot countries, employ people or engage organizations in these countries, and foreign exchange restrictions?	
6.2	Does the applicant have defined administrative/financial roles demonstrating a segregation of duties and a chart indicating the leadership and employee structure of the organization?	
6.3	Does the applicant propose a method to track, record, and account for funds received and disbursed, and does it propose a method for regular completion of reconciliations of money received and disbursed in comparison with bank statements?	
6.4	Does the applicant propose a system for internal controls and objective criteria that guide the review of payment requests and other invoices, systematic record keeping, and fraud and embezzlement safeguards?	
7	**Proposed Technical Approach**	**Points: 5**
7.1	Is the budget complete and within the allocated amount named in the request for proposals?	
7.2	Are all costs mathematically justified through the clear presentation of unit costs, total units, and total costs?	
7.3	Are all unit costs, total units, and total costs appropriate in relation to the proposed technical and managerial activities?	
7.4	Are proposed unit rates in accord with market rates in the region?	
7.5	If the applicant claims indirect costs, does it clearly show the base of application and is this distinct from any previously enumerated direct costs; does the applicant provide an explanation of how the indirect cost rate has been determined (e.g., historical averages, audited financial statements, precedent contracts); and does the applicant provide supporting documentation with its financial questionnaire?	
	Total	**100 Points**

END OF CALL FOR PROPOSALS