Conserving biodiversity and enhancing ecosystem functions through a 'Ridge to Reef' approach in Cook Islands (Cook Islands R2R)

REQUEST FOR QUOTES (RFQ):

Consultant, Marine Ecosystem Services Valuation (MESV) (position #26)

Contents

Contents 1
1. Introduction 2
1.1 Project description 2
1.2 Project design 2
2. Background 3
2.1 Policy context 3
2.2 Information available for marine spatial planning 4
3. Marine Ecosystem Service Valuation and the Pacific 4
3.1 Ecosystem services and national wellbeing 4
3.2 What is a MESV? 5
3.3 MESV and Marae Moana 6
4. Consultancy terms of reference 7
4.1 Project management 7
4.2 Key activities 8
4.3 Approach 9
4.4 Inputs and working arrangements 9
4.5 Outputs and schedule of payments 9
5. Key selection criteria 10
6. Evaluation process 10
7. How to apply 11
8. Further reading 11
Annex 1. Financial proposal 13
Annex 2. Conflict of Interest Declaration 14

1. Introduction

1.1 Project description

The Cook Islands Ridge to Reef (R2R) project is funded by the UNDP Global Environment Facility (GEF) in partnership with the Cook Islands Government. The project aims to enhance the capacity of the Cook Islands to effectively manage its protected areas and sustainably manage its productive landscapes at local scales while considering food security and livelihoods. This includes the operationalisation of the Cook Island Marine Park (CIMP) (covering approximately 1.1 million km^2 of Cook Islands southern Exclusive Economic Zone - EEZ[1]) and the establishment and strengthening of various forms of protected and locally managed areas within the CIMP, including protected natural areas, community conservation areas, and ra'ui sites[2].

In so doing, the project will support the Cook Islands in maintaining traditional resource management and conservation systems and approaches, including a leading role for traditional and local leaders and the local communities that they represent in the declaration and management of protected areas, while also integrating these traditional systems into a formal legal and institutional system of protected areas.

The project will support the Government in tailoring policy, regulatory and institutional frameworks to suit the specific characteristics of the Cook Islands and of the new CIMP, recognising that protection and sustainable use will need to be zoned and planned carefully, and that tenure over most land areas is vested in local communities through a traditional tenure system.

The project has been designed to engineer a paradigm shift in the management of marine and terrestrial protected areas - from a site centric approach to a holistic 'ridge to reef' management approach, whereby tourism and agriculture activities in production landscapes adjacent to marine and terrestrial protected areas will be managed to reduce threats to biodiversity.

The project started in July 2015 (upon signature of the project document) and was originally intended to be completed and close in July 2019. However, approval was provided in early 2019 for a no-cost project extension to 6 January 2021.

The Cook Islands National Environment Service (NES) is the lead executing agency for R2R, responsible for project management, coordination and collaboration with implementation partners.

The project has seven output areas as follows:

- Output 1.1: Strengthened legal / regulatory and policy frameworks for protected areas
- Output 1.2: Expanded and strengthened management systems for protected areas
- Output 1.3: Strengthened institutional coordination and capacities at the national and local levels for the participatory management of protected areas
- Output 1.4: Financial sustainability framework developed for system of protected areas
- Output 2.1: Ridge to Reef approaches integrated into land use and development planning
- Output 2.2: Biodiversity conservation mainstreamed into agriculture sector
- Output 2.3: Biodiversity conservation mainstreamed into tourism sector.

The Government of Cook Islands is recruiting a Consultant to lead the development of a Marine Ecosystem Services Valuation (MESV) under outputs 1.2 and 1.3 of the Cook Islands R2R Project.

1.2 Project design

The R2R project design includes a Strategic Results Framework (SRF) which forms the basis to project planning, and monitoring, evaluation and reporting (MER). The SRF defines the R2R objective as:

> *To build national and local capacities and actions to ensure effective conservation of biodiversity, food security and livelihoods and the enhancement of ecosystem functions within the Cook Islands Marine Park.*

[1] Since the R2R project was initially designed and commenced (in July 2015), the CIMP (renamed as Marae Moana) has been extended to cover the entire EEZ.
[2] Ra'ui: traditional form of protected area as used in Cook Islands

There are two project 'components' (outcomes):

- Outcome 1: Strengthening protected areas management
- Outcome 2: Effective mainstreaming of biodiversity in key sectors to mitigate threats within production landscapes.

This consultancy falls within outcome 1.

The SRF has 34 key performance indicators (KPIs) with targets; these targets will be the basis upon which the performance of the project will be assessed during the R2R terminal evaluation (TE) (anticipated to be commissioned by UNDP in October 2020).

SRF indicators and targets directly related to this consultancy are:

SRF #	Description of Indicator	End of project target level
1	Overall framework in place for conservation in the Southern Group of the Cook Islands	1.1 million sq. km. of CIMP legally designated and actively managed, with dedicated staff implementing planning and coordination of the entire CIMP by end of year 2
2b	Area of inhabited Outer Islands in Southern Group managed for biodiversity conservation through traditional systems and island bylaws and supported through capacity development of traditional leaders and communities • Marine	By end of project: 6 islands totalling 16,174 ha.
4	Improved management effectiveness of Cook Islands Marine Park, as measured by GEF BD 1 Tracking Tool (METT)	METT score > 60 by end of project Score 46 in September 2019 (Twyford 2019)
9b	% Area of Southern Group islands managed as Protected Areas (protected natural areas, community conservation areas, ra'ui sites): • Marine (to the outer reef)	12.3%

The primary output from this consultancy will be a Marine Ecosystem Service Valuation (MESV) report. This report will provide an important strategic input to the development of marine spatial plans (MSP) for Marae Moana, designation of ocean zones, and ecologically sustainable use of marine resources.

The consultant is expected to provide professional strategic and technical advice in support of the above output and targets.

2. Background

2.1 Policy context

The Marae Moana Policy 2016-2020[3] and *Marae Moana Act 2017*[4] provide the policy and legislative basis for Marine Spatial Planning (MSP) in the Marae Moana. Part 3 of the *Marae Moana Act 2017* covers Marae Moana Policy and Spatial Planning. The Act specifies that regulations must be developed and in place to guide development of a National Marae Moana Spatial Plan (NMMSP) [Section 22(5)] and Island Marine Spatial Plans (IMSPs) [Section 26(6)].

[3] https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/FINAL-Marae-Moana-Policy-2016-2020.pdf
[4] https://www.maraemoana.gov.ck/wp-content/uploads/2019/04/Marae-Moana-Act-2017.pdf

The Marae Moana Council has directed the Technical Advisory Group (TAG) to complete MSP procedures and to prepare an IMSP for Suwarrow Island. Development of MSPs is being given a renewed emphasis and priority in 2020, with financial, technical and operational support proposed to be provided through the R2R Project (Twyford 2020).

2.2 Information available for marine spatial planning

Initial planning for Marae Moana MSPs has identified that there is a relatively good level of information about biodiversity and ecological values of Marae Moana[5]. Certainly, the information base for natural values is adequate to undertake planning at island (IMSP) and national levels (NMMSP). In contrast, information on the full range of ecosystem service values of the Cook Islands is disparate, in some cases dated, or absent. Overall, the economic valuation of marine ecosystems is not in a readily accessible and usable format for government decision-makers, stakeholders with significant interests in MSP outcomes, and marine planners.

R2R is aware of the Marine and Coastal Biodiversity Management Project (MACBIO) implemented elsewhere in the Pacific (Vanuatu, Tonga, Solomon Islands, Fiji, Samoa and Kiribati) and the development of Marine Ecosystem Service Valuation (MESV) reports as part of MSP initiatives[6].

3. Marine Ecosystem Service Valuation and the Pacific

3.1 Ecosystem services and national wellbeing

The economic contribution of biodiversity and ecosystem services to the wellbeing of Pacific Islanders is understated for a variety of reasons including:

- The Pacific has substantial resource-based economic activity (subsistence) that exists outside of formal markets.
- Customary resource tenure arrangements are a poor reflection of individual economic decisions and pricing in markets.
- Government agencies in the region typically have relatively limited capacity in environmental economics and national green accounting.
- Many countries of the region are relatively young and/or lack continuity in governance which has contributed to insufficient long-term data and inadequate national-level analysis of ecosystem service stocks and flows.
- Many countries of the region are characterised by a two-tiered economy: one export and expatriate-led and the other traditional village-based and subsistence-oriented. Both tiers, however, are largely dependent on the same resource base. Planning and policy has generally struggled to address the interest of both dimensions of resource-based economic development at the national scale (Arena et al. 2015).

The main reason to better understand and value natural capital and ecosystem services is improved natural resource decisions. Marine Ecosystem Service Valuations (MESV) can support decision-makers to recognise the role that healthy marine ecosystems play in human wellbeing. This in turn can lead to better long-term decision making.

Ecosystem services - the benefits that humans receive from ecosystems - are often not fully considered in decision making processes because the market fails to reveal the true value of nature and natural processes to humans. Failure to consider the role that healthy marine ecosystems play in supporting food security, livelihoods, economic activity and human wellbeing can lead to inequitable and unsustainable marine resource management decisions and outcomes.

[5] For instance, the Marae Moana Marine Outlook Report (Rongo et al. 2020) and package of spatial information developed for Cook Islands by IUCN in 2019

[6] http://macbio-pacific.info/categories/valuing/

A MESV can be used to guide, design and develop marine resources management plans, marine spatial plans, policies, environmental impact assessments, legislation and natural resource management tools.

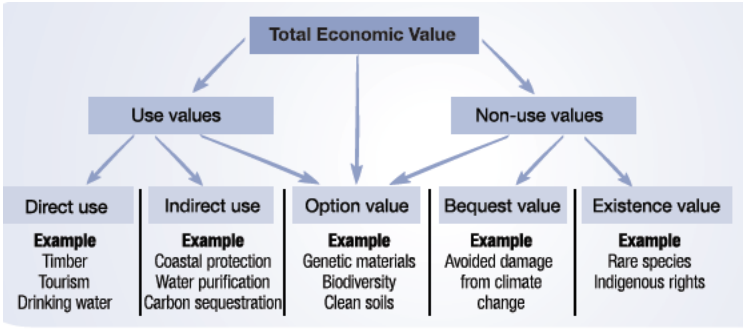
MESV can generally:

- Enhance ecosystem-based marine and coastal resource management.
- Lead to more resilient coastal and marine ecosystems.
- Result in more effective conservation of marine biodiversity.
- Contribute to climate change resilience, adaptation and mitigation.
- Help secure and strengthen local livelihoods and enhance local food security.

3.2 What is a MESV?

Marine Ecosystem Service Valuation (MESV) refers to the process of quantifying the human benefits of marine ecosystems (whether or not there is a market or monetary transaction for the goods and services). Ecosystem Service Valuation (ESV) is the practice of using economic methods to quantify the human benefits provided by the functions of a given ecosystem or collection of ecosystems. Economic value is typically calculated as the gross value of an activity or product, minus costs, such as the cost of boats, nets and wages for a fishing fleet.

The Total Economic Value of an ecosystem service aims to include all the net benefits humans receive from that ecosystem service including direct use, indirect use, and non-use "existence" values (Pearce & Turner 1991). Total Economic Value includes all market and non-market values and therefore represents the full benefit humans receive from ecosystem functions, including marine ecosystems (Figure 1).



Total Economic Value. Source: Valuing the Environment in Small Islands, Van Beukering et al. 2007.

Figure 1. Relationship between uses and values (from Van Beukering et al. 2007)

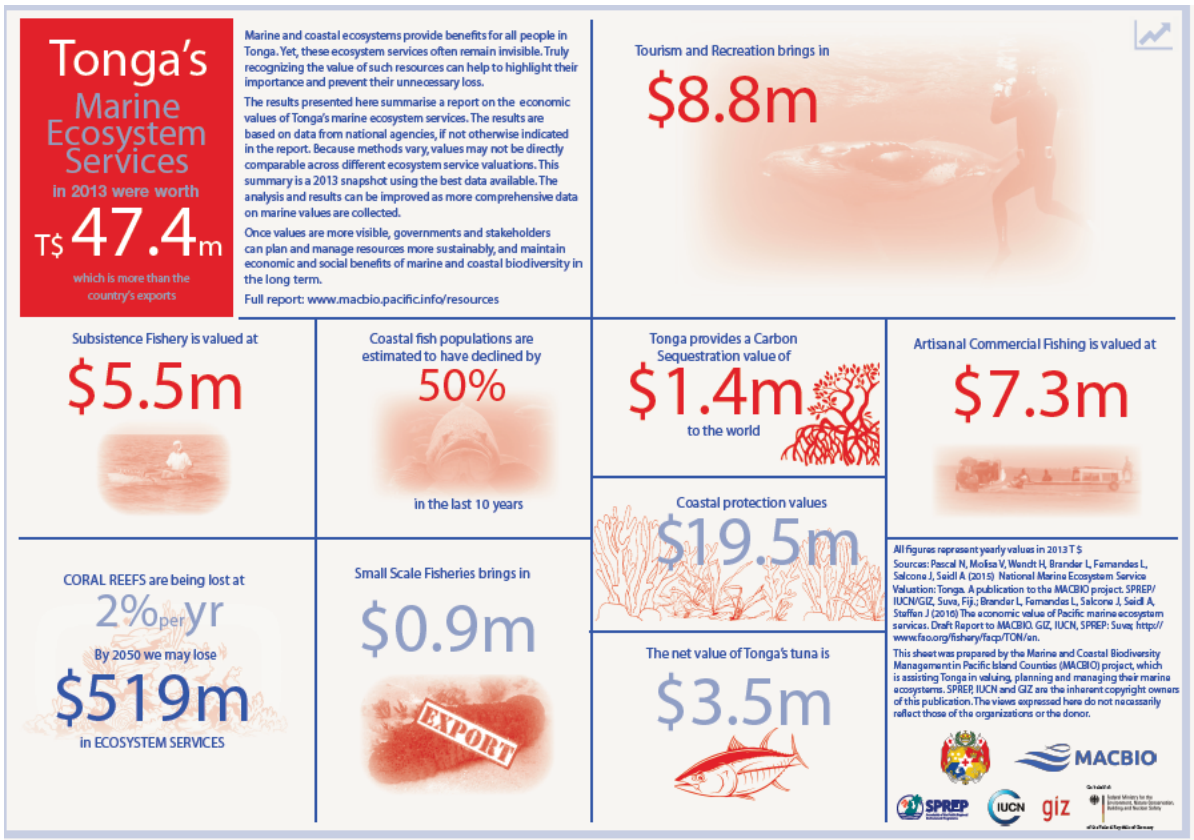
Quantitative measures of ecosystem benefits can be used to guide natural resource management decisions, inform policy, and champion the protection of ecosystems.

In 2014 - 2015, the MACBIO Project undertook MESV for five Pacific Island countries (Tonga, Fiji, Vanuatu, Solomon Island and Kiribati) and is currently preparing one for the sixth (Samoa). A range of communication products and infographics were prepared as part of these studies and can be found online[7].

The Project also prepared a guidance manual to show how the value of marine and coastal ecosystem services can be estimated and used to support decisions about the use and management of marine ecosystems in the Pacific, including marine spatial planning (Salcone et al. 2016).

[7] http://macbio-pacific.info/categories/valuing/

An example for Tonga is featured below:



Source: Salcone et al. (2015)

3.3 MESV and Marae Moana

Benefits

Undertaking a MESV study for the Cook Islands is anticipated to have the following benefits:

- Identify the economic value of marine and coastal ecosystems and take these findings into account in national planning processes. A MESV can help create incentives for more effective protection and sustainable use of marine resources. This, in turn, will help to sustain the benefits that people derive from those marine and coastal ecosystems.
- Improve decision-making in coastal and marine resource management.
- Provide strong arguments for protection and sustainable use of marine resources.
- Help build support across government agencies for important natural resource management actions including marine spatial planning (MSP).
- Help build stakeholder and public support for government policies including MSP.
- Be used to identify strategic data gaps and therefore provide a basis for further research and future data collection efforts.
- Provide the basis for proactive communication and stakeholder awareness programs (presentations, brochures, media, etc).

Issues, challenges and solutions

There are some challenges to developing an MESV in the Cook Islands including:

- Limited pool of environmental economists with experience in this field.
- Collection of local data can be time consuming: for government officials, consultants and project managers.
- Relatively expensive.
- Good outcomes are data dependent – and there is likely a scarcity of data.
- It is not easy to quantify many ecosystem services.

To overcome some of the challenges outlined above, an experienced international environmental economist is proposed to be contracted to work with a local counterpart. Use of an international consultant will ensure that the study is undertaken using rigorous, transparent and comprehensive approaches, and build off similar studies undertaken elsewhere in the Pacific.

Use of a local consultant is expected to:

- Build in-country capacity and expertise.
- Provide more streamlined access to data held by government agencies and other organisations.

Once the Cooks Islands proceeds with an MESV, it would soon become apparent that there is incomplete data. However, this is a common situation: decision making is inevitably made using the best available information and in the absence of complete knowledge. MESV would be no different. Indeed, an important outcome from the MESV study would be the identification of gaps and weaknesses in current data collection and information management, and the identification of priority areas for future research.

The scarcity of data about many ecosystem services will prevent precise calculation of the *total economic value* of a given service or set of services. However, the study should not be deferred or postponed because of data scarcity. Instead, the study must place caveats around data gaps and/or use proxy data from elsewhere in the Pacific for the purposes of assumptions. Where values are estimated, in these instances they should therefore be conservative, qualified and treated as *minimum* estimates.

4. Consultancy terms of reference

4.1 Project management

To maximise the benefits and involvement of government stakeholders it is proposed that the Marae Moana Technical Advisory Group (TAG) take the role of Project Steering Committee for this project. Key responsibilities would be:

- Provide guidance and direction to the project consultancy team.
- Participation at workshops and meetings.
- Facilitate timely access to government data and information of relevance to MESV.
- Coordinate the provision of feedback and comments on the draft report.
- Distribute the final report amongst government networks.

A Project Team comprising the Team Leader Marine Spatial Planning (MSP), R2R Chief Technical Adviser, Director MMCO and R2R Project Manager will provide day-to-day oversight of the project and consultants.

4.2 Key activities

The consultant will:

1. Work closely with the Project Team to prepare a project work plan including key data, information and reports required from government and other sources; major activities and deadlines; and roles and responsibilities of all parties.
2. Use remote and virtual communication tools to deliver a basic overview workshop for government ministries on 'What is MESV?'
3. Be guided and take account of the MACBIO methodology for conducting MESV studies (refer MACBIO manual - Salcone et al. 2016) and approach used and outputs from other Pacific Island countries[8]. The consultant may adapt the methodology with approval in advance by the R2R Project Manager.
4. Manage the collection, verification and organisation of data and perform economic valuation of ecosystem services using this data.
5. Produce a report on the nationwide value of the specified ecosystem services that includes:
    a. Executive summary
    b. Data collection methodology
    c. Analysis and results of economic valuation. Ecosystem service valuation will represent total economic value (consumer and producer surplus) and include market and non-market values for direct and indirect ecosystem services.
    d. Quantifying the national economic value of at least seven (7) marine and coastal ecosystem services[9] including:
        - Subsistence food provision
        - Commercial fisheries[10] and aquaculture
        - Mineral, sand and aggregate mining (in the case of deep-sea minerals, forecast valuation is required as no mining is currently underway)
        - Tourism[11]
        - Carbon sequestration and climate change resilience, adaptation and mitigation
        - Research and education
        - Coastal protection.
    e. Where Cook Islands data is inadequate or not available, use appropriate qualifiers, caveats and/or proxy data from elsewhere in the Pacific for the purposes of assumptions.
    f. Provide a synopsis of data gaps and the significance of these gaps.
    g. Identify and explain opportunities for national decision-makers to use MESV in economic development and planning; in particular, how economic values of marine resources and ecosystems could be used to inform marine spatial planning.
    h. Recommendations, including suggestions for:
        - Improvements to established data collection and analysis processes currently undertaken in the Cook Islands.
        - Ongoing monitoring and evaluation of ecosystem service values to achieve sustainable development.
        - Any additional research, studies and data collection that might be required.
        - Other aspects as identified by the consultant.

[8] Pacific Island country reports at http://macbio-pacific.info/macbio-resources/ can be used as a guide.
[9] Additional ecosystem services can be added at discretion of the consultant, in consultation with the MESV Project Team.
[10] Ideally, disaggregated data should be provided: by geographic area (inshore/coastal, offshore); domestic or distant foreign fleet; and by fishery type (long-line, purse seine, trolling, charter game fishing).
[11] Disaggregated data should be provided to clearly distinguish between island versus marine based tourism activities (if possible).

6. Produce the report in a format that is accessible and readily comprehensible to marine management practitioners and government decision makers.
7. Maintain a spreadsheet (or other similar format) containing all data used in valuation.
8. Seek stakeholder input into draft report.
9. Produce a final report based on feedback from the Steering Committee, project team and other government and non-government stakeholders.
10. Present the final report to a meeting of the Project Steering Committee and Project Team.
11. Provide the local consultant with on-the-job training and mentoring on key aspects of ecosystem service valuation and the collection and analysis of data.

4.3 Approach

The consultant is expected to:

- Work closely with and report to the MSP Team Leader throughout this consultancy.
- Make effective use of virtual communication tools (email, Skype, Zoom, etc) to optimise stakeholder involvement in the MESV study.
- Support good relationships with government agencies and other organisations and stakeholders with interests in marine spatial planning.
- Maintain close and regular contact with the MESV Project Team throughout the consultancy.

4.4 Inputs and working arrangements

- This is a Lump Sum/Fixed Price Contract with an approximate budget of NZ$40,000-70,000.
- Proposals are welcome from sole trader consultants or companies/organisations.
- Inputs will be conducted through home base work, complemented by use of remote communication and virtual consultation processes.
- Expected duration: 1 July – 30 November 2020.
- Reports to:
  - Team Leader MSP for all technical aspects and day-to-day accountability.
  - Strategic level engagement with the Chief Technical Adviser (CTA), Director MMCO and Marae Moana TAG.
  - R2R Project Manager for all logistics and administrative aspects.
- R2R will procure and separately contract a local consultant who will provide support for the project. The international consultant is expected to work closely with and supervise the local consultant who will assist in the delivery of the contract, especially those tasks that are best achieved in-country. The international consultant will coordinate overall delivery of the project and be responsible to ensure all aspects of the consultancy are delivered.

4.5 Outputs and schedule of payments

This consultancy will use output-based payments as follows:

#	Outputs	% of payment total
1	Work plan	10
2	Draft report	40
3	Final report	50
	Total	**100**

Notes:

- Payments subject to certification of satisfactory completion of output.
- Due dates of outputs will be included in the contract.

5. Key selection criteria

Key selection criteria for this consultancy are listed below. To be considered your proposal MUST include a response against each criteria (maximum four pages please). Relative importance of each criteria is shown by the weighting.

We expect that the supplier selected to undertake this project – whether an individual consultant or team being proposed by a company/organisation - will have as a minimum the following capabilities:

Criteria	Weighting
1. Tertiary qualifications in economics, commerce, environmental economics or equivalent.	10
2. At least 10 years of high-level experience and demonstrated knowledge of natural resource economics and ecosystem service valuations (experience with marine resource economics in the Pacific, ideally in a developing country context, will be well regarded).	45
3. Demonstrated experience in the provision of strategic advice, technical information and economic reports to senior-level government officials and politicians.	20
4. Demonstrated high-level experience in cross-cultural and cross-sectoral relationships management including government, industry (including fishing, mining and tourism interests), customary landowners, NGO and community stakeholders.	15
5. Strong interpersonal skills and excellent verbal and written communication skills in English, including very high calibre abilities and experience in report writing and presentation skills using plain English.	10
Total	**100**
Minimum technical score to proceed to stage 2	**70**

6. Evaluation process

In submitting a proposal, applicants should demonstrate a clear understanding of this RfQ and how your experience, skills and qualifications make you suitable for this consultancy.

A three-step procedure will be used in evaluating the proposals:

Step 1: Conformity

Proposals will be assessed and must comply with mandatory conditions of tender.

Proposals will then be assessed and evaluated as follows:

Step 2: Technical criteria (70% weighting)

The technical proposal is evaluated on the basis of responsiveness to the key selection criteria as weighted in Section 7, information provided in the tenderers CV, and other information submitted as part of the proposal. Proposals must receive a minimum technical score of 70 of the total obtainable score (100) to proceed to Stage 3.

Step 3: Financial proposal (30% weighting)

The financial proposal of those applicants who have attained a minimum score of 70 in the technical evaluation will be assessed and compared.

The contract will be awarded to the applicant offering the best value for money taking into account the qualitative and quantitative evaluation of technical and financial criteria.

The successful applicant will be required to sign a standard Cook Islands Government contract for the delivery of services.

7. How to apply

ESSENTIAL: Applications **must** include:

1. Response against each of the key selection criteria (refer Section 7) (maximum four pages)
2. Curriculum vitae/resume including name and contact details (phone and email) of three referees
3. Financial proposal using template provided (Annex 1)
    - All prices in the proposal must be presented in New Zealand Dollars (NZD).
    - Financial proposals must include professional fees and any other costs associated with the completion of this work.
    - As this is a home/desk-based consultancy, travel costs do not need to be included in the financial proposal.
4. Conflict of Interest Declaration using template provided (Annex 2).

Applications that do not address all the requirements stated above will not be considered.

Proposals should be emailed with the subject line heading '#26: MESV Consultant to:
Ms Hayley Weeks, R2R Project Manager Hayley.weeks@cookislands.gov.ck
with cc to keith.twyford@gmail.com

For further information about this position, please contact:

Mr Keith Twyford
R2R Chief Technical Adviser
keith.twyford@gmail.com

Closing date: **3.00pm 5 June 2020** Cook Islands local time (GMT-10 hours)

Late applications will not be considered.

8. Further reading

Arena, M., Wini, L., Salcone, J., Leport, G., Pascal, N., Fernandes, L., Brander, L., Wendt, H. & Seidl, A. (2015) National marine ecosystem service valuation: Solomon Islands. MACBIO (GIZ/IUCN/SPREP): Suva, Fiji. 86 pp

Conner, N. & Madden, J. (2017) Valuing ecosystems and natural capital for the Cook Islands National Biodiversity Strategy Action Plan Review. Report to the Cook Islands National Environment Service on behalf of Te Ipukarea Society, Avarua, Cook Islands

Francis, R. (2011). Natural Capital: Theory and Practice of Mapping Ecosystem Services. *Progress in Physical Geography* 35: 701-704

Pearce, D.W. & Turner, R.K. (1991). Economics of natural resources and the environment. *American Journal of Agricultural Economics* 73(1). 10.2307/1242904. https://www.researchgate.net/publication/31662420_Economics_of_natural_resources_and_the_environment_DW_Pearce_RK_Turner

Rongo, T., Rongo, T.T. & Rongo, J. (2020) *Cook Islands Marae Moana: Marine Outlook Report 2020*. Government of the Cook Islands. 123 p.

Salcone J., Tupou-Taufa, S., Brander, L., Fernandes, L., Fonua, E., Matoto, L., Leport, G., Pascal, N., Seidl, A., Tu'ivai, L. & Wendt, H. (2015) National marine ecosystem service valuation: Tonga. MACBIO (GIZ/IUCN/SPREP): Suva, Fiji. 86 pp http://macbio-pacific.info/wp-content/uploads/2017/08/Tonga-MESV-Digital-LowRes.pdf

Salcone, J., Brander, L. & Seidl, A. (2016) Guidance manual on economic valuation of marine and coastal ecosystem services in the Pacific: Report to the MACBIO Project (GIZ, IUCN, SPREP), Suva, Fiji. http://macbio-pacific.info/Resources/marine-ecosystem-services-valuation-in-the-pacific/

TEEB (2013) Guidance manual for TEEB country studies. The Economics of Ecosystems and Biodiversity project. http://www.teebweb.org/media/2013/10/TEEB_GuidanceManual_2013_1.0.pdf

Twyford, K. (2019) *Capacity and Competency Needs Assessment and Strengthening for Cook Islands Ridge to Reef Approaches and Protected Area Management - Capacity Needs Assessment Report*. Report prepared for Ridge to Reef (R2R) Project and UNDP. https://www.pacific-r2r.org/partners/member-countries/cook-islands?pid=99

Twyford, K. (2020) Marae Moana Support Package 2020. Cook Islands Ridge to Reef.

Van Beukering, P., Brander, L., Tompkins, E. & McKenzie, E. (2007) Valuing the Environment in Small Islands: An Environmental Economics Toolkit. Joint Nature Conservation Committee, Peterborough, United Kingdom. https://hub.jncc.gov.uk/assets/03e7c8ae-b16c-4931-8b68-f299328b2001

Annex 1. Financial proposal

Outline your financial proposal for this project. Please ensure that the costing is fully itemised and that you use the table below.

Item description[1]	Unit	No. of units	Unit cost NZD	Total NZD
Consultant fees *(list each consultant separately)*	Day			
Office, administration, communication costs *(itemise)*				
Add extra lines as needed				
Other costs *(fully itemise all extra costs)*				
Add extra lines as needed				
Total				

Notes:

1 Delete items that are not applicable or add other items as required

Annex 2. Conflict of Interest Declaration

A conflict of interest arises if you or a close family member has an interest e.g. is a board or committee member or is employed in a senior position in the Government agency that wants to purchase the goods or services relating to this tender process.

In submitting this tender bid I declare:

- I understand that an actual, potential or perceived conflict of interest may arise in participating in this tender process and that I am obliged to declare any such conflict of interest.
- I confirm that in submitting this information that I have either declared any potential conflicts of interest or that I am not aware of any situation or issue that would conflict with the interest of the Principal.
- If a conflict of interest arises at any time before the selected supplier has been awarded, I will advise the Contact Officer or the Principal immediately.
- I have personally completed this declaration on behalf of the Supplier(s) and declare that the submitted tender bid provided are true and correct.

I declare that I have a potential conflict of interest as follows:

I will manage this conflict of interest by:

Declared by:

Signature *Date*

Full Name *Position (if Company)*