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Economic Affairs, Education and Research EAER

State Secretariat for Economic Affairs SECO
Economic Cooperation and Development
Trade Promotion

SWISS STATE SECRETARIAT FOR ECONOMIC AFFAIRS

CALL FOR PROPOSALS

FOR

“THE IMPLEMENTATION OF THE SUSTAINABLE LANDSCAPE PROGRAM IN INDONESIA”

The procedure of this call for proposals is based on the Federal Act on Financial Assistance and Subsidies [SR 616.1 from 5 October 1990 (Stand on 1 January 2016)] in conjunction with the Federal Act on International Cooperation and Humanitarian Aid [SR 974.0 (Stand on 1 June 2017)].

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Abbreviations

Abbreviation	Definition
AC	Award Criteria
CfP	Call for Proposal
CMEA	Indonesian Coordinating Ministry of Economic Affairs
ECA	Effective Collaborative Action (a methodology developed by UNDP GCP)
GCP	Green Commodities Program
HQ	Headquarters
ISPO	Indonesian Sustainable Palm Oil (government certification scheme)
Logframe	Logical framework (results framework)
NAPSPPO	National Action Plan on Sustainable Palm Oil
SEC	Selection Committee
SC	Suitability Criteria
SECO	State Secretariat for Economic Affairs
SLA	Sustainable Landscape Approach(s)
SLPI	Sustainable Landscape Program Indonesia
SuG	Subventionsgesetz (Federal Act on Financial Assistance and Subsidies, SR 616.1 from 5. October 1990)
UNDP	United Nations Development Program

PART A: DESCRIPTION OF THE PROGRAM

1. Background

Indonesia is a priority country of Switzerland's State Secretariat for Economic Affairs (SECO) economic cooperation and development. SECO supports the country in overcoming various development challenges and in becoming more competitive, resilient, equitable, as well as a more efficient and sustainable use of natural resources. This Swiss – Indonesian cooperation is the backbone for this Call for Proposals (CfP).

Indonesia is endowed with extraordinary natural assets and the agricultural sector employs around one third of the Indonesian workforce (almost 40 million). The country is home to the world's largest tropical peatland and mangrove areas and the third largest tropical rainforest. Its ecosystems have the potential to support the country's economic growth, sustain livelihoods for millions of people and mitigate climate change. While the agriculture sector plays a vital role, commodity production, in particular palm oil, has been identified as an important driver of deforestation in Indonesia. Moreover, despite the potential of agriculture to improve livelihood, millions of smallholder farmers and plantation workers continue to live in poverty.

Over the last years, several regulatory measures reflected the government's commitment to successfully implement a nation-wide agrarian reform program where clarity on land-use, access rights and licenses are seen as a key to improving the management and protection of natural resources, and boost economic development. Furthermore, Indonesia has strengthened its commitment to sustainable palm oil with the National Action Plan for Sustainable Palm Oil 2019-2024 (supported by SECO through UNDP's Green Commodities Program) and a Presidential Regulation on Certification System of Indonesia Sustainable Palm Oil (ISPO). The latter makes ISPO certification mandatory for all plantations by 2025. Low carbon development initiatives are being developed by several subnational governments. These are positive developments that highlight the country's commitment to making the commodities sector more sustainable. These ongoing reforms and plans have the idea of landscape work at their core and provide an entry point for SECO's planned Sustainable Landscape Program.

2. Sustainable Landscape Approach (SLA) and SECO's Program

2.1. Sustainable Landscape Program Indonesia (SLPI)

Given that sustainability concerns are bigger than the reach of single companies or supply chains, it is foreseen that the program will apply a Sustainable Landscape Approach (SLA). Applying a landscape approach allows to systemically address interconnected and multifaceted development challenges, such as poverty or deforestation. SLA recognize that challenges like natural resource degradation, habitat conversion, land rights, rural development and sustainable sourcing practices are best addressed at a larger scale rather than looking at individual sites, supply chains or sectors. That said, anyone who aims at understanding the concept of SLA will quickly find that it still under development and fluent. Different actors have their own definitions emphasizing elements and topics which they consider particularly relevant.

In addition, there is no single "recipe" for implementing SLA. Each landscape will have its own characteristics, opportunities, challenges, stakeholders, values and needs. Moreover, participants in a SLA must be aware that they engage in a long-term process and real impact will only materialize over time. Chapter 2 of this CfP will provide certain frame conditions which SECO considers pertinent for the Sustainable Landscape Program Indonesia (SLPI).

2.2. Program objective

The SLPI is a bilateral program that will focus on 2 to 3 selected Indonesian landscapes. In the context of this program, the involvement of the subnational government(s) – particularly district governments – will be a prerequisite, and therefore a jurisdictional landscape approach (where the landscape is identical with the district(s) boundaries) will be applied. Jurisdictional approaches bring together stakeholders inside and outside a jurisdiction to coordinate on actions to improve sustainability performance in that jurisdiction. The focus lies on agricultural land and natural ecosystems and not urban areas.

The objective of the program is to contribute to good governance and sustainable management of 2 to 3 landscapes that can benefit from intact natural ecosystems, improved agricultural production and thus income opportunities for its inhabitants through the integration in (global) sustainable value chains. This will eventually result in reducing rural poverty and greenhouse gas emissions.

A logical framework (logframe) with the impact and outcome levels is attached as annex 1. The logframe should merely provide guidance. It is not expected that the logframe is taken as a basis for the applicants' proposal.

The SLPI is split into two components: Component 1 covering the landscape work at district level (2.2.1) and Component 2 forming the Program Support System (2.2.2). **IMPORTANT: In this call for proposals, only implementing partners for Component 1 will be selected.**

2.2.1 Program Component 1 – Landscape work at district level

Component 1 of the SLPI covers the implementation of 2 to 3 landscape projects at district level in Kalimantan and/or Sumatra and/or Sulawesi and their corresponding provinces. The 2 to 3 landscape projects implemented will be independent of each other and cover 2 to 3 different geographic areas. Based on the proposals received in this call, the 2 or 3 landscapes to be supported under this program will be selected.

In order for the work at district level to be successful, SECO considers certain **foundational elements** to be of high importance for this landscape program. They comprise the set-up of processes and activities that lay the ground for successful landscape work and its institutionalization:

- **Multi-stakeholder collaboration:** A functioning coordination / convening framework which enables true multi-stakeholder collaboration. Different groups can share a common problem or aspiration, while nonetheless having different interests or 'stakes'. Such a framework enables stakeholders to learn together in an interactive way, it provides a setting where people can speak and be heard, and where everybody's ideas can be harnessed to drive innovation and find ways forward that are in the interest of all. A functioning framework should bring stakeholders together regularly, facilitate dialogue and negotiation, provide for inter-agent coordination and solution-finding. Moreover, it is expected that women and vulnerable groups will be adequately represented and involved in planning fora and in other relevant platforms that are instrumental for the landscape work.
- **Shared entry point:** Effective multi-stakeholder work should enable the identification and agreement of a shared entry point. This should lead to a shared jurisdictional agreement that can be translated into concrete action plans which are agreed upon by all relevant stakeholders within a certain landscape. Agreeing on clear, tangible, and time-bound sustainability targets and pathways or strategies to achieve those targets is crucial as it assures that stakeholders have a common understanding on what they want to achieve, how to get there and who is contributing to what. Research can ideally assist the process through a better understanding of stakeholders' interests and motivations, as well as an understanding of existing processes and activities in the district.

- **Credible measurement:** Directly linked to the above is a credible measurement, evaluation and learning framework. An effective system to measure progress in activities and landscape governance, as well as in sustainability performance against overarching goals and the agreed targets, needs to be envisaged from the outset. The effective management of sourcing landscapes and the potential commercial use of sustainability claims strongly depend on the credible measurement and evaluation of progress, grounded in defined metrics and good quality data.

Engaging with and coaching district government employees will be key under this Component, so that in the longer-run the district (and provincial) governments are enabled to take ownership and lead the change process. Integrated landscape work is a process of joint learning, negotiation and reflection that is truly effective if pushed by local actors and not donor agencies. It is therefore envisaged that the implementing organization(s) act as coaches and facilitators, but leave the actual implementation of the interventions as much as possible to the stakeholders in the landscapes.

Besides the above-mentioned foundational elements, Component 1 covers the **operationalization of the work** in the 2 to 3 landscapes at district level. The program will contribute with technical assistance (capacity building, training, coaching) and possibly investments to implement interventions as prioritized under the shared jurisdictional agreement and action plans. As we understand the interplay between, on the one hand, the “foundational elements” and, on the other hand, the “operationalization of the work”, it is not realistic to assume that operationalization of the work will only start once all foundational elements are in place. Rather we think of it as an iterative process. It might very well be possible to start with certain implementation interventions before the jurisdictional agreement and/or action plan are endorsed. Moreover, SECO is aware that the work in the landscapes will also depend strongly on whether a project is already underway and has some of the foundational elements in place, or whether it will be a new initiative that has yet to be launched. In this Call, we are open for any type of landscape intervention, whether it will mean developing a landscape initiative from scratch or building on existing work.

Depending on the gaps identified and the priorities set by the stakeholders, interventions can look different in each one of the landscapes. In general, the interventions in the 2 to 3 landscapes will target **two main groups**:

A) On the one hand, increased capacities of government employees should lead to subnational institutional frameworks and support systems that incentivize sustainable land use, ultimately resulting in better protected natural ecosystems. For instance, incentives to farmers are most powerful when property rights are clearly defined. Land insecure farmers are much more likely to invest in and improve their production practices if property rights are clear. Moreover, social and environmental issues identified in the jurisdictional compact should also be integrated into the governments’ planning and budgetary processes. Strengthening the institutional framework and regulatory structures is thus a crucial aspect of the landscape intervention.

B) On the other hand, increased capacities of smallholder farmers, agricultural workers, and companies’ employees should lead to improved, more sustainable farming practices and more sustainable processing and trading of commodities. Moreover, through facilitating public-private collaboration and partnerships, private sector involvement and investments for sustainable commodity production will be expanded. SECO expects that commodity producing, sourcing, processing and trading companies will take on an important role. Whenever possible, an indirect approach to conduct trainings and coaching by collaborating with local service providers, such as with government extension workers or private service providers / trainers is SECO’s preferred way of implementing activities.

Given that commodity value chains mostly have a global reach, it will be key that the landscape project also factors in essential aspects of the commodity value chains that lie outside the

landscape boarder. **When it comes to connecting with the government at national level, the Indonesian Coordinating Ministry of Economic Affairs (CMEA) is the main counterpart for this landscape program.** The CMEA is involved in the program and has provided inputs for this CfP.

For the operationalization of the landscape work in the 2 to 3 districts, **some principles are of particular importance to SECO:**

- **Jurisdictional buy-in:** Landscape work requires the endorsement and support by the local authorities of the involved jurisdiction(s). The buy-in is critical to mainstream sustainability in local policies such as business conducive rules and fiscal resources aligned with the joint development agenda. The program will adopt a jurisdictional landscape approach and be active in 2 to 3 landscapes on a district level and their corresponding provinces. In Indonesia, districts and provinces are viewed as the most relevant levels of jurisdiction to address land-use issue such as deforestation, because the former issue permits on commodities like palm oil, while the latter represent the national government on climate and forest management at the subnational level. An active engagement by local authorities must be sought and ideally, they play a leading role in the governance of the landscape work.
- **Cross-company collaboration and private sector buy-in:** Landscape work needs to involve the relevant companies in the area concerned. There should be several companies willing to invest in the medium to long-term, realistically 5 to 10 years, and beyond their supply chain, combining on-farm with off-farm activities. The engagement of several companies is also important to allow a level playing field and avoid preferring and supporting a single company through public funds. Moreover, the involvement of local companies remains important and can of course add to the longer-term sustainability of the initiative.
- **Multiple sources of financing:** The high investment needs require leveraging multiple sources of financing, involving the above-mentioned private sector players, but also the national and/or local public sector. Firm commitments for long-term engagement, in particular from the private sector, are a critical element here. Climate finance is an emerging source, worth further exploration. Initiatives that also involve the finance sector are of particular interest to SECO. In addition to the Swiss funding, SECO would consider favorably the possibility that other donors / development agencies will co-contribute.
- **Multi-crop/commodity focus:** Effective landscape work suggests the inclusion of multiple crops and commodities that are considered drivers for development, particularly considering the aim of avoiding deforestation and to restore forests. In this program, palm oil will be an important commodity in the landscapes, which also attracts the interest of international companies. The participation of the actors in the corresponding value chain is particularly important.
- **Inclusion of social issues:** Although the global climate agenda works as the main driver in many cases, the development of sustainable landscape approaches must also consider economic and social challenges that are better addressed beyond individual supply chains (e.g. living income). Consequently, the appropriate involvement of civil society and local communities in the landscape issue is crucial as they will share these ambitions.

2.2.2 Program Component 2 – the Program Support System

Component 2 of the program will establish a connection between the individual landscape projects. It will ensure that experiences, best-practices and lessons learned are shared between the projects under Component 1 and are fed into the national level discussions. We aspire that the landscape work under Component 1 can ignite change beyond the individual projects. **Since the UNDP is set as implementing partner for Component 2, it is not subject of this call for proposal. UNDP will refrain from submitting an application under this call.** More information on Component 2 is provided in the Annex 2.

PART B: APPLICATION

3. Call for Proposals

3.1. Purpose of the Call

The call seeks proposals for the implementation of Component 1 of the SLPI as described in chapter 2.2.1. Chapter 2 sets a guiding frame, but leaves room within this frame for the applicants to define their approach. **It is purposely left open for the applicants to present convincing, innovative project proposals for the landscape work under Component 1.**

A call for proposals will allow SECO to find the most promising initiatives and the organizations most qualified for their implementation. SECO will not be in the lead of the landscape projects under Component 1, neither during their elaboration nor during their implementation. **The ownership and lead of the proposals lies with the applicant organizations.**

3.2. Who can apply

Organizations and/or companies of all sectors are invited to submit project proposals for the implementation of landscape projects in Indonesia (Component 1). There are no restrictions regarding the organizational form, however, SECO requires one lead applicant with which SECO will sign the implementation contract. Consortia and sub-contracting arrangements are possible. Given the nature of SLA, SECO aims to foster cooperation among different stakeholders active in a landscape. The applicant must be able to coordinate and work with different stakeholders, including governments at central and subnational levels, private sector, farmers, academia and other actors/donors.

3.3. Budget and SECO financial contributions

SECO will contribute an overall amount of CHF 7 million for the implementation of different landscape projects under Component 1, covering an implementation period of 5 years from early 2023 until the end 2027. Through this program, SECO aspires to be catalytic and trigger investments and resources by as many private and public stakeholders as possible. Therefore, the financial contribution by SECO should be kept as low possible and may not exceed 50% of the total budget. Higher counterpart financing by the applicant will be evaluated positively. A maximum in-kind contribution of 25% of the total budget is allowed. Examples are:

- Studies or analytical inputs (e.g. HCV or HCS assessment financed by applicant).
- Key personnel financed by other means but clearly linked to the project (max. 50 % of worktime dedicated to the project).
- Office space or vehicles explicitly allocated to the project.

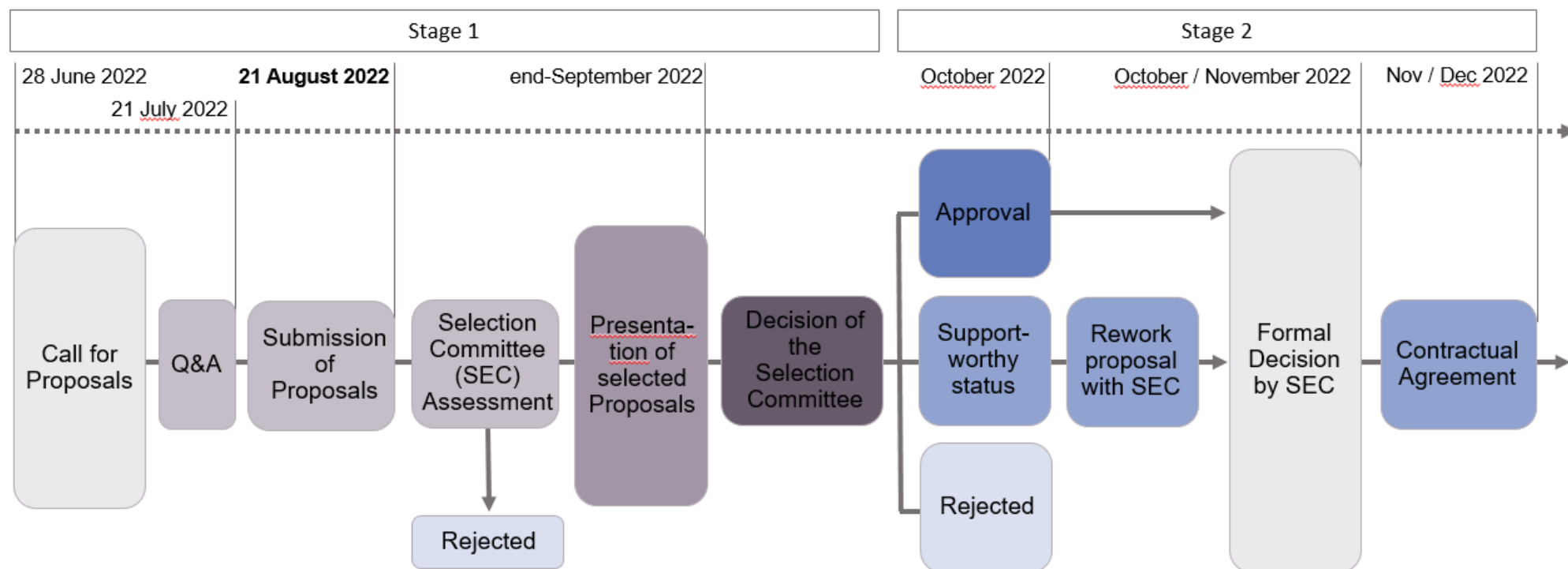
Under Component 1, SECO envisages to support 2 or 3 landscape projects. The contribution for each project will thus amount to CHF 2 to 4 million. Each application can only cover the work in one landscape.

Applicants must present the financial proposal using the item categories as presented in Annex 3. The financial proposal has to include the total costs for the implementation of all activities for the entire project period. It is expected that the financial proposal provides a detailed break-down of all expected costs, assuming that on the one hand, budget lines would mirror the processes and structures for the landscape governance, and on the other hand, the funding for the actions themselves. All sources of financial means have to be specified according to following categories: own contribution (e.g. by the implementing organization), private sector contributions, local government contributions, other donor contributions and SECO financial contribution. It is expected to specify whether it is a cash contribution or an in kind contribution.

4. Assessment process

4.1. Two stage selection procedure

Proposals submitted in this call have to take the form of an application for a SECO financial contribution according to the Swiss Federal Act on Financial Assistance and Subsidies (SuG). Henceforth the words 'application' and 'proposal' will be used interchangeably. This call for proposals will be organized in two stages as follows:



Note: A detailed timeline for the whole procedure is given in chapter 5.4.

4.1.1 Stage One

- Publication of the call for proposals by SECO
- Submission of questions by applicants after studying the documentation
- All questions and answers will be published by SECO on the SECO Cooperation Website under [On-going tenders \(admin.ch\)](#)
- Submission of proposals
- Evaluation to establish the suitability of applicants and selection of applicants that will be invited to present their proposals
- Further instructions will be given to the applicants who will present their proposals
- Presentation by applicants and discussion of proposals with the selection committee and a representative from UNDP as observer¹
- Decision on applicants to be admitted to stage 2. Applicants excluded from stage 2 will be informed accordingly
- Non-objection right by the Indonesian Coordinating Ministry of Economic Affairs (CMEA)

Presentations and discussion of the proposals

As described above under Stage 1, all shortlisted applicants will be invited to present their proposals. Given that SECO (based on discussions with experts from the Selection Committee and UNDP) might suggest certain elements to further improve the proposal, it is expected that the applicant shows flexibility to discuss and integrate possible adjustments into the original proposal.

The presentations will be conducted online via MS Teams or Zoom. **The presentations will tentatively be held between 22 September and 30 September 2022 between 2 pm and 5 pm WIB (9 am to 12 noon CET).**

4.1.2 Stage Two

- Elements for possible improvement of the proposals will be discussed and communicated to the applicants
- Resubmission of revised proposals and additional documentation if deemed necessary
- Evaluation of revised proposals and final decision by the Selection Committee
- Sign agreements with applicants

Note for Stage 2: If deemed necessary, more than one round of discussions may be conducted. SECO reserves the right to proceed without presentations/discussions if a proposal submitted is fully satisfactory to SECO and is considered suitable by the selection committee. Moreover, during Stage 2 discussions between UNDP and the applicant may take place if there is mutual agreement on potential collaboration through the support structure as described in Annex 2.

¹ UNDP in its observer role will not have a seat or voice in the selection committee. However, UNDP will take part in the presentations of the proposals and therefore also read the shortlisted proposals before the presentations. UNDP's recommendations for proposals' improvements will be shared with the selection committee. It is then the members of the selection committee to decide how to "use" UNDP's assessment.

4.2. Assessment of the proposals

The proposals are evaluated on the basis of the following model:

Formal Requirements: The applicant must fully comply with the formal requirements specified in chapter 5.1 to 5.3. Otherwise the proposal will not be considered.

Suitability Criteria: The suitability criteria specified in chapter 4.2.1 must be complete and without limitation or modification with the submission of the proposal. Any such criterion not completely confirmed and fulfilled by the applicant leads to exclusion from further evaluation.

Award Criteria: The proposal will be evaluated on the basis of the Award Criteria (AC) specified in chapter 4.4. The same AC will be applied for the assessments in Stage 1 and Stage 2.

An application does not need to fulfil the AC completely in order to be supported by SECO. However, sufficient evidence has to be provided to convince the selection committee of the value of the proposal. The applications will be placed in rank order according to the number of points given on award criteria. The higher the points, the higher the rank.

The applicants with the highest ranked applications will be invited to present and discuss their proposals. The points for award criteria will be re-evaluated after the presentations. The points will also be re-evaluated if a revised proposal is submitted after the presentation.

The final decision will be taken by selecting the highest ranked applications within SECO's funding envelope.

Selection Committee: Whereas SECO will be solely in charge for checking the Formal Requirements and Suitability Criteria, the Selection Committee will assist with the assessment of the Award Criteria in Stage 1 and Stage 2, as well as with the presentations to be held at the end of Stage 1. The Selection Committee will after the presentations formulate recommendations for the project proposals or any other document improvements. The Selection Committee is constituted by SECO Headquarters (2 voices), representatives from the Swiss field office in Jakarta (1 voice), an expert from ISEAL (1 voice) and an independent expert with profound knowledge on the Indonesian palm oil sector (1 voice). One person from UNDP will be involved, in an observer role only, in the presentations to be held at the end of Stage 1. UNDP's presence should ensure that the work under Component 1 and Component 2 can be aligned as much as possible. Moreover, the **Indonesian Coordinating Ministry of Economic Affairs (CMEA) has a non-objection right before the decision on who will enter Stage 2 will be taken.**

The contracting authority reserves the right to verify the information given by the applicant. Additional information or certifications can be requested at any time. The applicant must deliver the requested information immediately to the contracting authority. These documents are an integral part of the proposal.

Please note that UNDP and ISEAL will refrain from submitting an application under this call and shall not be contacted until after the award decision (except during Stage 2 in the selection process where UNDP acts an observer). UNDP, ISEAL and the CMEA will not answer any queries.

4.2.1 Suitability Criteria

The following suitability criteria must be complete and without limitation or modification with the submission of the proposal. Otherwise the proposal will not be considered:

SC	Suitability Criteria	Evidence
SC1	<p>Organizational capability and experience: The applicant provides clear and convincing evidence of capability, experience and track record in implementing comparable development projects. It proves this experience with a minimum 2 references in the last 15 years</p>	<ul style="list-style-type: none"> - Name of organization and email of contact person(s) and telephone numbers; - Time and place of execution of the mandate; - Volume of the executed mandate; - Description of the provided services; - SECO reserves the right to contact the contact persons indicated.
SC2	<p>Economic and financial capability: The applicant confirms that they have an established office in Indonesia and has adequate economic and financial capability to implement the landscape project.</p> <p>The applicant confirms that she/he is fully legally compliant with below listed elements:</p> <ol style="list-style-type: none"> a. The applicant's company is audited by an independent external auditing firm; b. The applicant's company has met all tax and social-security contributions; c. The applicant's company has not been in breach of any regulatory, tax or other government requirements in the past ten years in areas with relevance for the services covered by the present call; d. The applicant's company accepts Swiss and international anti money-laundering regulations without exception and confirms that they will comply fully and at all times with all such legislation and regulations; e. The applicant's company has not had any court rulings against it in the past ten years in areas with relevance for the services covered by the present call; f. The applicant's company is not currently the object of litigation. 	<p>Annual report (incl. financial report) from the last 3 financial years (audited by an independent external auditing firm), and:</p> <p>Excerpts from the commercial and debt recovery register may not be older than 6 months (in original or copy). Tenderers from abroad are required to present comparable current foreign official certificates (in original or copy). and</p> <p>Confirmations that statutory social insurance contributions, taxes, etc. provided by the national law have been paid. and:</p> <p>Code of conduct for staff, contractual partners, suppliers of tenderer regarding corruption. and:</p> <p>Information on internal quality management system.</p>
SC3	<p>Personnel resources: The applicant must have a minimal human resources capacity to be able to deliver the services required.</p> <p>Only an organization able to dedicate sufficient qualified capacity (including regional or country representatives) to the landscape project can be accepted as capable of delivering the services being financially assisted.</p>	<p>Written evidence of the size of the applicant's organization and of the number of qualified people directly employed by or under contract to applicant's own organization, and parent company (if any) capable of carrying out the services being financially assisted.</p>

SC4	Contact partner: The applicant provides a contact person with decision power and who takes responsibility for the program in the event of an escalation of problems.	Written confirmation, giving the family name and first name, contact data, function name and deputy of the contact person.
SC5	<p>The selected landscape must meet following criteria:</p> <ul style="list-style-type: none"> • Must be located either on the island of Sumatra and/or on the island of Kalimantan and/or on the island of Sulawesi. • The landscape boundaries must correspond to political district boundaries. • Must include agricultural land and natural habitats, which are of outstanding significance or critical importance due to their high biological or ecological values. • Must include multiple crops / commodities. • Must include palm oil production sites. • A good share of smallholder farmers are linked to global commodity value chains. 	Written evidence to be provided in the project proposal
SC6	Local district government(s) cooperation: Close cooperation with the local district(s) is envisaged.	Evidence that the applicant has consulted with the local district government(s) and that it/they agree to participate in the proposed project.
SC7	<p>Additional sources of finance for landscape projects: In compliance with SuG, SECO financial contribution will not cover all costs related to the landscape projects. The applicant accepts that it must have other additional sources of finance for the landscape projects. A contribution by the applicant of at least 50% of project costs (max. 25% of total budget in-kind contribution) is feasible.</p> <p>The applicant accepts that he/she must reveal this additional financing to the landscape work as part of the financial reporting to SECO.</p> <p>Note: Any other Swiss federal financial means given to the applicant for the same landscape work cannot be considered as “other additional sources of finance”.</p>	<p>Written confirmation of acceptance by the applicant as main contractor and by all (if any) subcontractors.</p> <p>Indications (e.g. letters of interest) of co-financing</p>
SC8	SECO financial contribution for several applicants: The applicant accepts that SECO foresees providing financial contributions to one or more applicants or none at all.	Written confirmation of acceptance
SC9	Audits by the Swiss Federal Audit Office: The applicant accepts that the project may be subject to audits by SECO or the Swiss Federal Audit Office.	Written confirmation of acceptance by the applicant as main contractor and by all (if any) subcontractors.
SC10	Mandatory use of item lines as provided in Annex 3: The applicant is requested to submit its financial proposal in accordance with the budget lines / items as indicated in Annex 3.	Submission of financial proposal.
SC11	Confirmation on “Prevention of irregularities”: The applicant confirms that the company itself, all persons involved in the application process and/or project implementation as well as any subcontractors involved:	<p>Aforementioned written confirmations.</p> <p>The contracting authority reserves the right to request an excerpt from the Swiss criminal</p>

	<p>a. Have not during the last 5 years been convicted, in Switzerland or abroad, of an offence relevant to the fulfilment of the contract.²</p> <p>b. Are not on the sanctions list of an international financial institution³.</p> <p>c. Have not in the context of this tender acted in a manner which could endanger or call into question the competitively neutral and equal award of contract or the most economically advantageous execution of the contract.</p>	records or a comparable foreign document (including an official translation).
SC12	<p>The applicant also confirms that he has taken suitable and proportionate measures (compliance processes) to prevent, detect at an early stage and reduce the damage caused by criminal offences relevant to the fulfilment of the contract.</p> <p>The contracting authority reserves the right, if necessary, to request a compilation of the measures (compliance processes) the applicant has taken in order to prevent, detect and reduce the damage caused by criminal offences relevant to the fulfilment of the contract.</p>	Aforementioned written confirmation.

In case of a consortium, above mentioned Suitability Criteria must be met as follows:

- The criteria SC1 must be individually met by the Member in charge of the consortium;
- The criteria SC2 and SC3 must be met collectively.
- The criteria SC4 must be individually met by all Members of the consortium;
- The criteria SC5 to SC7 must be met collectively.
- The criteria SC8 to SC12 must be individually met by all Members of the consortium;

² In particular, the following are considered criminal offences relevant to the fulfilment of the contract: offences against property (Art. 137 - 172 Swiss Criminal Code), offences against sexual integrity (Art. 187 - 212 Swiss Criminal Code), criminal organization (Art. 260ter Swiss Criminal Code), financing terrorism (Art. 260 quinquies Swiss Criminal Code), racial discrimination (Art. 261bis Swiss Criminal Code), money laundering (Art. 305bis Swiss Criminal Code), bribery (Art. 322ter-322decies Swiss Criminal Code) and unfair and illegal behavior according to the Swiss Act against Unfair Competition.

³ These include the following international financial institutions:

- [African Development Group](#)
- [Asian Development Bank](#)
- [European Bank for Reconstruction and Development](#)
- [Inter-American Development Bank](#)
- [World Bank Group](#)

4.2.2 Award Criteria

Applications will be assessed against the award criteria described in the present section. The maximum points per proposal is 100.

The following table is an overview of the award criteria that will be assessed as well as the maximum points to be awarded per criterion.

AC-No.	Award Criteria	Points
AC 1	Description of the selected landscape and expected development outcome and impact	15
AC 2	Proposed approach of the landscape work	25
AC 3	Implementation Arrangement (organizational governance and structure, project monitoring framework)	15
AC 4	Qualification, expertise and local experience of proposed staff in charge of implementing the project	20
AC 5	Financial Proposal	25
Total Points		100

The following table provides an overview of the evaluated award criteria (AC) and the corresponding weighting. For the assessment of the project proposals, each member of the Selection Committee assesses the fulfillment of the award criteria (AC) based on the weighting described below for each AC.

AC	Award Criteria	Weighting
	Technical Proposal	Max. Points
AC 1	Description of the selected landscape and expected development outcomes and impact	15
AC 1.1.	Description of the selected landscape	5
	<p>The applicant provides information on the selected landscape in which the project will operate in.</p> <p><i>Some information is provided, but many essential aspects are missing: → 1 point</i></p> <p><i>A solid description is provided, but a few essential aspects are missing. → 3 points</i></p> <p><i>A comprehensive description (including resource and stakeholder mappings etc.) is provided and all essential aspects are being addressed: → 5 points</i></p> <p><i>Two or four points can be assigned if decision is unclear.</i></p> <p style="text-align: right;"><i>Maximum 5 points</i></p>	
AC 1.2	Expected development outcomes and impact	10

	<p>Critical discussion of the proposed intervention logic and development objectives as described in chapter 2 and in the attached program logframe (Annex 1).</p> <p>Commented and/or refined intervention logic for the proposed project (important: not for the entire SLPI, only for the project), with expected results being described and quantified if possible.</p> <p><i>Generic and vague discussion of the above topic with no or very limited additional consideration to what is provided with in the call documentation: → 1 point</i></p> <p><i>Solid discussion of above topic with critical reflections and additional elements on what is provided with the tender documentation: → 2 points</i></p> <p><i>Comprehensive discussion of the above topic including convincing innovative and realistic additions: → 4 points</i></p> <p><i>Three points can be assigned if decision is unclear.</i></p> <p style="text-align: right;"><i>Max. 4 points</i></p>	
	<p>The applicant provides plausible evidence on the expected environmental targets of the landscape projects and how realistic and well-developed they are: (E.g. reduction of deforestation, protection of HCV areas, reduction of fertilizers and pesticides, conservation of biodiversity etc.):</p> <p><i>In comparison with the other proposals, the expected environmental targets are low: → 1 point</i></p> <p><i>In comparison with the other proposals, the expected environmental targets are medium: → 2 points</i></p> <p><i>In comparison with the other proposals, the expected environmental targets are high: → 3 points</i></p> <p style="text-align: right;"><i>Max. 3 points</i></p>	
	<p>The applicant provides plausible evidence on the expected socio-economic targets of the landscape project and how realistic and well-developed they are: (E.g. increase in income, living wages, improve labour conditions etc.):</p> <p><i>In comparison with the other proposals, the expected socio-economic targets are low: → 1 point</i></p> <p><i>In comparison with the other proposals, the expected socio-economic targets are medium: → 2 points</i></p> <p><i>In comparison with the other proposals, the expected socio-economic targets are high: → 3 points</i></p> <p style="text-align: right;"><i>Max. 3 points</i></p>	

AC 2	Proposed approach of the landscape work	25
	<p>Critical discussion on the set-up and interplay of the “foundational elements” and the actual “operationalization work” of the landscape intervention (as described in chapter 2.2/ 2.2.1).</p> <p><i>Generic discussion: → 1 point</i></p> <p><i>Comprehensive discussion: → 2 points</i></p> <p style="text-align: right;"><i>Max. 2 points</i></p>	
	<p>Content and plausibility of the proposed implementation approach. The institutional sustainability (i.e. in the longer-term, stakeholders from the landscape are expected to lead work rather than international organizations) is of particular importance. Moreover, a description of risks and opportunities and the means identified for addressing them should be included.</p> <p><i>Generic description: → 1-3 point</i></p> <p><i>Solid description: → 4-5 points</i></p> <p><i>Comprehensive description: → 6-8 points</i></p> <p style="text-align: right;"><i>Max. 8 points</i></p>	
	<p>Content and plausibility of the proposed collaboration with the public sector stakeholders in the landscape</p> <p><i>Generic description: → 1 point</i></p> <p><i>Solid description on the collaboration with the district and provincial government, and possibly research institutions. A certain buy-in from the district government to collaborate is ensured: → 3 points</i></p> <p><i>Comprehensive description with concrete objectives how to collaborate with the districts and the provincial governments, and possibly research institutions. Evidence for a strong commitment from the district government (possibly even from the provincial government) to collaborate is provided → 5 points</i></p> <p><i>Two or four points can be assigned if decision is unclear.</i></p> <p style="text-align: right;"><i>Max. 5 points</i></p>	
	<p>Content and plausibility of the proposed collaboration with private sector stakeholders in the landscape.</p> <p><i>Generic description: → 1 point</i></p> <p><i>Solid description. Evidence for collaboration with at least 2 - 3 companies (at least 1 multinational) is provided: → 3 points</i></p>	

	<p><i>Comprehensive description. Evidence for collaboration from at least 4 companies (international and local, and at least 2 multinational companies) is provided: → 5 points</i></p> <p><i>Two or four points can be assigned if decision is unclear.</i></p> <p><i>The inclusion to collaborate with Swiss companies will give additional points. If such a collaboration is likely, it is expected that additional information on the project's role along the value chain and in Switzerland will be provided.</i></p> <p><i>1 Swiss company = 1 point, 2 or more Swiss companies = 3 points</i></p> <p style="text-align: right;"><i>Max. 8 points</i></p>	
	<p>Content and plausibility of the proposed approach to ensure that all stakeholder groups – specifically women or minority groups (e.g. indigenous people) – are fully integrated into the landscape work.</p> <p><i>Solid description on measures how the project strives to include all stakeholder groups. Collaboration with (local) NGOs or civil society groups is envisaged: → 1 points</i></p> <p><i>Comprehensive description on measures how the project strives to include all stakeholder groups. Evidence for collaboration with (local) NGOs or civil society groups is envisaged: → 2 points</i></p> <p style="text-align: right;"><i>Max. 2 points</i></p>	
<p>AC 3</p>	<p>Implementation Arrangement (Governance, structures and procedures)</p> <p>Efficiency and plausibility of the project set-up and its governance, and the rationale for the proposed arrangement;</p> <p>Coherence of the distribution of responsibilities between the entities / people in charge of implementing the project;</p> <p>Proposal for the provision of quality assurance (a plausible approach for monitoring and evaluation), risk management and financial management;</p> <p><i>Each of the criteria will be assessed along the following principles:</i></p> <p><i>Solid description, but assumptions and reasoning only partially comprehensible and realistic: → 1-3 points</i></p> <p><i>Detailed and comprehensive, realistic assumptions and good reasoning: → 5 points</i></p> <p style="text-align: right;"><i>Max. 5 points per criteria, max 15 points in total</i></p>	<p>15</p>

AC 4	Qualification, expertise and local experience of proposed staff in charge of implementing the project	20
AC 4.1	<p>Qualification and expertise of proposed staff in charge of implementing the project:</p> <p>The selection committee will judge whether the qualifications and experience of people are according to their tasks. In the suitability criteria (section 4.2.1.) the capability of applicant's organization as such was in focus. Here, evidence is to be given for the people effectively engaged in the work proposed. Evidence to be provided should at least include:</p> <ul style="list-style-type: none"> - Qualifications of key people (CVs) - Track record of the people in charge of implementation 	15
	<p>Proven experience of the team leader in project management of a comparable large or larger projects in development cooperation. Including management of projects with a focus on establishing coordination platforms, public policy development and cooperation with the private sector.</p> <p style="text-align: center;"><i>Team leader experience in comparable large or larger projects in development cooperation:</i> 2-6 years → 1 point > 6 years → 2 points</p> <p style="text-align: center;"><i>Depending on additional relevant aspects for the implementation of the landscape project in the team leader's CV, a maximum of additional 3 points can be given.</i></p> <p style="text-align: right;"><i>Maximum points 5</i></p>	
	<p>A limited team of qualified individuals (also through relevant networks of experts) collectively have knowledge and experience in the following topics:</p> <ul style="list-style-type: none"> - Experience in multi-stakeholder work, setting-up a platform, dealing with power dynamics and conflicts of interests (e.g. capability of doing power analysis) - Experience in applying a systems change approach, dealing with complexity (e.g. systems mapping) - Facilitation of collaborative processes between public/private partners with the objective to achieve an agreement and commitment from all relevant involved parties - Experience to engage with and empower smallholders, vulnerable and/or minority groups - Experience in working with the public sector <p style="text-align: center;"><i>For each of the above listed topic → max. 1 point</i></p> <p style="text-align: right;"><i>Maximum points 5</i></p>	
	<p>A limited team of qualified individuals (also through relevant networks of experts) collectively have knowledge and technical expertise in sustainable agriculture development, with a focus on the following topics:</p> <ul style="list-style-type: none"> - Experience in sustainable land use, forestry and biodiversity 	

	<ul style="list-style-type: none"> - Experience in commodity value chain development, in particular in the palm oil value chain - Experience in agricultural/agro-industrial productions systems, incl. government extension services - Experience in sub-national business enabling environment reform and access to finance in agriculture - Experience in institutional development and strengthening <p><i>For each of the above listed topic → max. 1 point</i></p> <p style="text-align: right;"><i>Maximum 5 points</i></p>	
AC 4.2.	Local experience of proposed staff	5
	<p>Track record of the proposed staff in dealing with district and provincial governments, the private sector and commodity farmers specifically in Indonesia (ideally in the proposed landscape).</p> <p><i>Team members with professional experience of:</i> <i>2-4 years → 1 point per team member / expert</i> <i>> 4 years → 2 points per team member / expert</i></p> <p style="text-align: right;"><i>Maximum 5 points</i></p>	
	<p>Financial Proposal</p> <p>The selection committee will judge the following aspects of the financial proposal: (see also the template in Annex 3)</p> <ul style="list-style-type: none"> • Clarity and coherence of the financial proposition (max 2 points) • Full and transparent character of the cost structure: e.g. the contribution of each applicant – financial and/or in-kind – is clearly outlined (max. 2 points) • Economic efficiency of the financial proposal and realistic estimation of cost; (max 2 points) • Convincing justification for budget allocation to various lines of action including appropriate level of expert time assignments (max. 4 points). • Amount of contributions (cash/in-kind) from the private sector, including information on the degree of certainty of these contributions. (in comparison to other proposals, max. 7 points) • Amount of contributions (cash/in-kind) from the local government, including information on the degree of certainty of these contributions. (in comparison to other proposals, max. 5 points) • Amount of contributions (cash/in-kind) from other donors / NGOs, including information on the degree of certainty of these contributions. (in comparison to other proposals, max. 3 points) <p>Note: The higher the degree of certainty of these co-contributions (i.e. from the private sector, donors or government contributions) the more points will be allocated.</p>	25
	Grand Total	Max. 100

4.3. Contents of the Proposal

The following structure for the proposal is compulsory. The proposal should be no longer than 30 pages (excl. Annexes):

Chapter	Description	Reference Award Criteria
1	Description of the selected landscape and expected long-term development results	AC 1
2	Proposed approach of the landscape work	AC 2
3	Implementation arrangement	AC 3
4	Qualification, expertise and local experience of proposed staff in charge of implementing the project	AC 4
5	Financial Proposal	AC 5
6	Annexes	N/A
	a. CVs of all permanent team members	
	b. Documentation concerning the compliance with Suitability Criteria (see chapter 4.2.2)	
	c. Description of the relevant network of the applicant (national, regional and international expertise)	
	d. Any other relevant information	

PART C: CONDITIONS FOR THE CALL OF PROPOSALS

5. Formal requirements

5.1. Deadline for Application

Compliance with the deadline to submit a proposal: The proposal must be submitted at the latest by **21 August 2022 in PDF format to following email address⁴**: info.wehu.cooperation@seco.admin.ch

Proposals submitted after the aforementioned deadline cannot be taken into consideration. They will be deleted.

5.2. Deadline for Questions in written Form

No information is given by telephone. Questions related to the call for proposals shall be submitted by email to info.wehu.cooperation@seco.admin.ch starting from **1 July till latest 17 July 2022**. Questions submitted late cannot be answered. SECO strives to answer all questions within 5 working days. At the latest by July 21st 2022, all questions (on an anonymous basis) and answers will be made public on the SECO Cooperation Website under [On-going tenders \(admin.ch\)](#). Applicants are themselves responsible for downloading the answers from the website and for taking them into consideration in the preparation of the proposal.

5.3. Compliance with the form and English language

The proposal must be submitted complete in the form described in Section 4.3. (Contents of the proposal). The documentation must be submitted in English.

5.4. Timeline Call for Proposals

Date / Deadline	Activity
Stage 1	
28 June 2022	Publication of the call for proposals on On-going tenders (admin.ch) . (various LinkedIn posts will inform about the call)
1 July - 17 July 2022	Submit questions to SECO
21 July 2022	All questions are answered and made public available
21 August 2022	Deadline for submission of project proposals
22 August 2022	SECO to conduct assessment of suitability criteria
23 August – 13 September 2022	Assessment of the award criteria by the selection committee
14 - 16 September 2022	Invitation to present proposals by the selected applicants in stage 1 (if deemed necessary)
15 – 30 September 2022	Non-objection right by the CMEA
22 – 30 September 2022	Presentation by applicants and discussion of the proposals with the selection committee and UNDP (if deemed necessary)

⁴ If this is not feasible for an applicant, the applicant should get in touch with SECO. We will then look for an alternative way how the proposal can best be submitted.

29 – 30 September 2022	Decision on applicants to be admitted to stage 2 and communication to applicants.
Stage 2	
19. October 2022	Resubmission of revised proposals as per the requirements of the selection committee
20. – 28. October 2022	Final assessment of the revised proposals taking into account the issues raised by the selection committee
Early November 2022	Assessment decision by SECO and communication
November 2022	Publication of the decision on On-going tenders (admin.ch) rulings sent to successful applicants and if necessary rulings sent on the rejection of applications in accordance with Art. 16 para. 5, SuG.
November, December 2022 (January 2023)	Signing of contract between SECO and the awarded implementing agencies
Tentatively Q4/2022 or Q1/2023	Planned start of pilot phase activities

6. Contracting authority

6.1. Official Name and Address of the Contracting Authority

Federal Department of Economic Affairs,
Education and Research EAER
State Secretariat for Economic Affairs SECO

Economic Cooperation and Development
Trade Promotion Division
Holzikofenweg 36
3003 Berne
Switzerland

6.2. Call for proposals Documentation

The documentation on the call for proposal can be downloaded on the SECO Cooperation Website under [On-going tenders \(admin.ch\)](#). Various social media posts (e.g. LinkedIn, facebook) and/or information on the call will also be shared through the Swiss Platform for Sustainable Cocoa, the Palm Oil Network Switzerland and the Swiss Embassy in Jakarta.

6.3. Award Decision

The award is published at [On-going tenders \(admin.ch\)](#). All applicants will be informed in writing by mail of the award decision.

7. Further Conditions

7.1. Remuneration for Proposal

There is no remuneration for the submission of a proposal in this call.

7.2. Validity of Proposal

180 days after deadline for receipt of proposal.

7.3. Absence of conflict of interest

In the existence of a relevant conflict of interest, SECO reserves the right to exclude an applicant. Existing contractual obligations, which may create a relevant conflict of interest and distort the sound implementation of the program, shall be made transparent.

7.4. Confidentiality

All information of any kind that comes to the attention of the applicant in connection with the tendered mandate of the contracting authority is to be treated as confidential. The content of the present call for proposals may only be made available to persons taking part in the preparation of the call for proposals.

Applicants treat facts as confidential that are not public knowledge or publicly available. In cases of doubt, facts are to be treated as confidential. This obligation to secrecy remains valid even after conclusion of the call for proposals procedure.

The contracting authority undertakes to maintain confidentiality about this call for proposals towards third parties subject to the reserve of statutory publication requirements.

7.5. Integrity and Anti-corruption Clause

Applicants undertake all necessary measures to avoid corruption, especially not to propose or accept payments or other advantages.

Applicants who violate the integrity clause will be excluded from this CfP and are required to pay a contractual penalty of CHF 3,000 per violation.

The Applicant shall immediately inform SECO of any suspicion of a breach of this Integrity Clause or of any other relevant suspicion or fact that may damage the reputation of SECO as well as of the SLPI.

PART D: ANNEXES & LINKS

List of Annexes

No.	Annex
1	SECO Sustainable Landscape Program Indonesia Logical Framework
2	Description of the work planned under Component 2
3	Budget template

List of Links:

- [Dispatch on Switzerland's strategy on international cooperation 2021-2024](#)
- [SECO Cooperation Programme for Indonesia 2021 – 2024](#)
- [ISEAL](#) background information on jurisdictional landscapes
- [UNDP ECA guideline](#)

Annex 1: SECO Logical Framework for the Sustainable Landscape Program Indonesia

Strategy of Intervention	Key Performance Indicators	Means of Verification	Assumptions (only for outcomes)
Impact	Impact Indicators		
<p>The inhabitants, in particular the smallholders and companies in the 2 or 3 selected districts benefit from well-governed and managed sustainable landscapes, i.e. from intact natural ecosystems as well as from improved production, economic and income opportunities through the integration in sustainable value chains.</p>	<p>Greenhouse gas emissions avoided in t CO₂eq (SI 10)</p> <p>% of households (smallholders /farmers) in the supported landscapes living in poverty (a household is classified as poor if its monthly expenditure is less than Rp2.216.714,- /household/month (around \$163.5).</p>	<ul style="list-style-type: none"> - National / subnational statistics from the Central Bureau of Statistics (BPS) (<i>Badan Pusat Statistik</i>) - Possibly also through Indonesia's Nationally Determined Contributions (NDCs) reports for the Paris Agreement 	
Outcomes	Outcome Indicators		
<p>Component 1 <u>Landscape Implementation in 2 to 3 districts</u></p> <p>Outcome 1a: The district governments drive the change process, multi-stakeholder participation and the implementation of the landscape action plan is ensured</p> <p>Outcome 1.b.) Natural ecosystems within the 2 or 3 landscapes are protected</p> <p>Outcome 1.c.) Sustainable productivity of local companies and smallholders has increased in 2 or 3 landscapes</p>	<p>Component 1 <u>Landscape Implementation in 2 to 3 districts</u></p> <ul style="list-style-type: none"> - An agreement in form of a jurisdictional compact / action plan (which includes progress indicators and long-term targets 10-15 years) between relevant stakeholders in the landscape exists - A functioning multi-stakeholder collaboration mechanisms is set-up - Data management processes (to measure performance against targets) exist - Conversion of natural ecosystems to other land uses in ha / m² - Proportion of forests and agricultural area under sustainable practices, including under certified sustainability standards - Increase in trade volume of sustainably produced / certified palm oil and other commodities (SI 16) // (# and type of measures for promoting 	<ul style="list-style-type: none"> - District government planning and zoning documents - Official maps - Companies annual and sustainability reports - Annual program reports - Minutes of meetings 	<ul style="list-style-type: none"> - Commitment of relevant stakeholders in the selected landscapes to render them more sustainable - Willingness and capability from the public and private sector to contribute cash and in-kind to the change process - Policy instruments and incentives that influence land use can be adjusted - Good level of capacity available at the district government - Interest of stakeholders from other landscapes and the national

<p>Outcome 1.d. The institutional framework and support system incentivizes a sustainable land use of the 2 or 3 landscapes</p> <p>Outcome 1.e. Private investments in the 2 or 3 landscapes are increased</p> <p><u>Component 2: Program Support System (UNDP implemented)</u></p> <p>Outcome 2: Capacity of landscape initiative actors strengthened to achieve their goals</p>	<ul style="list-style-type: none"> - equal opportunities for women and men to increase trade volume (SECO Standard Indicator 16) - # of producers or companies gaining access to new (international) markets or value chains (SECO Standard Indicator 15) - Average income of palm oil and other smallholder farmers - Remuneration of agricultural employees - Proportion of adult population with secure tenure rights to land and legally recognized documentation (disaggregated by gender) - % of landscape with formalized land tenure rights that has clearly defined boundaries shown in publicly accessible maps - Enhanced farmers support systems - Capital mobilized from private sector (SI 6) <p><u>Component 2: Program Support System (UNDP implemented)</u></p> <ul style="list-style-type: none"> - # of best-practices codified and shared, leading to adoption in other regions and/or other countries 		<p>government to learn from best-practices and exchange</p>
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Annex 2: Description of Component 2 – The Program Support System

For Component 2, the United Nations Development Program (UNDP) is already set as implementing partner. SECO expects that by having the UNDP team on board, the landscape program can benefit from a knowledgeable, well connected UN agency with a strong presence and network in Indonesia. UNDP supports the Indonesian Government to take the lead in creating national and sub-national platforms where different stakeholders can collaborate on a shared vision for sustainable palm oil production. Through UNDP's multistakeholder approach the Indonesian National Action Plan on Sustainable Palm Oil was formulated and eventually adopted in 2019 by President Joko Widodo. Moreover, in the past decade, the UNDP Green Commodities Program has worked on refining and improving their multi-stakeholder platform methodology, which culminated with the publication of a Guide to Effective Collaborative Action (ECA) at the end of 2021. The guide is designed to assist in transforming food and agricultural commodity systems to become sustainable, in ways that address climate change risks, preserve biodiversity, and improve livelihoods. For more information on the UNDP's ECA methodology, please go to: [Effective Collaborative Action \(greencommodities.org\)](https://www.greencommodities.org).

Specifically for this program, the following tasks will be carried out by the UNDP team under the scope of Component 2:

Knowledge Sharing

- Set-up an effective knowledge and experience sharing mechanism concerning the implementation of SLA under this program. Such a mechanism should allow different Indonesian stakeholder groups at different levels (sub-national, national) to exchange experiences and learn from each other across landscapes, across Indonesia and across other countries (e.g. Malaysia). Possibly UNDP GCP's Green Commodities Community can be extended and adjusted to the Indonesian context and the different stakeholder groups targeted.
With regards to experience sharing on the landscape work implemented under this program, specifically for sub-national government employees, possible collaboration with sub-national government associations will be assessed.
- Ensure coordination and an effective use of synergies between this Sustainable Landscape program and the SECO supported UNDP Green Commodities Program.
- Participation in relevant thematic networks and provision of expertise input to related policy discussions at sub-national and national level
- Upon request by SECO, produce knowledge products. For instance to synthesize lessons-learned and learnings made at the landscape level in form on an (annual) report to SECO.

UNDP as partner in capacity building

- Upon request, UNDP can provide services to the landscape projects⁵ under Component 1: Such services could for example be; advisory work, trainings, knowledge workshops or coaching in multi-stakeholder work and the ECA methodology and other systemic approaches pioneered by UNDP.
- UNDP will conduct advisory and learning missions (at least once a year) to provide meaningful advice and recommendation to the landscape projects on specific areas such as ECA and other landscape activities to be defined, for the landscape projects to be continuously improved.

Moreover, as described in chapter 3, the project proposals submitted in this CfP will be assessed in view of their capabilities to set-up the foundational elements required in any landscape work. Depending on the outcome of the assessments, the support to be provided by UNDP to the projects under Component 1 can take on different forms and range on a continuum from light touch advisory support to intensive coaching. The applicant, together with SECO and UNDP will discuss and mutually agree upon the level and type of support required during the design or inception phase of the project. It is also possible that the applicant does not require any support from UNDP.

⁵ Support from UNDP is primarily foreseen for the implementing partners. However, depending on the needs, it is also possible to provide support to the actual stakeholders from the landscapes.

Annex 3: Budget structure

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year unknown ⁶	Arithmetic
“Foundational elements” ⁷ (FE) costs							
Process/structure A							\sum FE A
Process/structure B							\sum FE B
Process/structure C							\sum FE C
....							
Total costs for “foundational elements”							\sum all FE
Operationalization of landscape work (OW)							
Activity A							\sum OW A
Activity B							\sum OW B
Activity C							\sum OW C
....							
Total costs for the operationalization							\sum all OW
Management costs (MC)							
....							\sum MC 1
....							\sum MC 2
Total management costs							\sum all MC
Full costs							$C = \sum$ FE + \sumOW + \sumMC

⁶ Some financial sources might not be confirmed at the time of submitting the proposal. It is then possible to include the amount or an estimate of an amount under the category “year unknown”.

⁷ The “foundational elements” and the “operationalization” are to be understood as described in Chapter 2.

Non-SECO financial resources (F)							
Private sector contribution							F _{ps}
(Local) Government contribution							F _g
Other donors, 3 rd party							F _{3rd}
Contribution of own funds							F _{self}
....							
Total of non-SECO financing							\sum all F
Net amount (SECO financial contribution being applied for in the proposal)							$C - \sum F$