



Request for Proposals to Develop Management Plans
for PAN Member States/Sites

Issue Date: **September 2, 2025**
Submission Deadline: **October 3, 2025**, 5:00 p.m.

Table of Contents

Introduction.....	1
Background.....	1
Scope of Services.....	2
Proposal Submission.....	3
Questions Regarding RFP.....	3
Required Elements for Response.....	4
Addenda to Proposal.....	5
Withdrawal of Proposal.....	5
Late Responses.....	6
Evaluation of Proposals.....	6
Rejection of Proposals.....	7
Award of Contract.....	7
Contract Documents.....	8
Cancellation.....	8

REQUEST FOR PROPOSAL FOR DEVELOPMENT OF MANAGEMENT PLAN

Introduction

The Protected Areas Network Fund (PANF) invites your firm to submit a proposal for the development of management plan in accordance with the Protected Areas Network Regulations. Subsection 6.3 & 6.4 of the PAN Regulations requires for development of management plans used to manage areas within PAN States that are designated as part of the Protected Areas. Proposals for the development of management plans, as described herein, will be accepted by PANF until 5:00 p.m. on **October 03, 2025**. Any changes to this Request for Proposal (RFP) are invalid unless specifically modified by PANF and issued as a separate addendum document. Should there be any question as to changes to the content of this document, the PANF's copy shall prevail. The submission should be prepared simply and economically, providing straightforward, concise description of your firm's capabilities to satisfy the requirement of this RFP. Emphasis should be on organization, completeness, and clarity. To ensure consideration, all proposals shall follow the required elements provided in this RFP or as directed. All proposals shall be submitted in electronic format to:

Palau Protected Areas Network Fund
Attention: Ms. Dilkui Marino
Koror, Republic of Palau 96940
Tel: 680-488-3863
Email: dmarino@palaupanfund.org

Background

PANF was established by the Republic of Palau Public Law RPPL 7-42 as a nonprofit corporation to administer, manage, invest, and disburse funding from all sources, including the Micronesia Conservation Trust, to operate the Protected Areas Network (PAN) and support the PAN Office's related responsibilities.

PANF's mission is to efficiently and equitably provide funding to the PAN and its associated activities through strategic actions and medium-to-long-term financial support that will advance the effective management and conservation of Palau's natural and cultural resources.

To achieve this mission, PANF recognizes that well-designed management plans are critical tools for guiding the sustainable use and protection of protected areas. These plans will be developed based on the PAN management plan template to ensure consistency, comparability, and alignment across all sites. They provide a clear framework for setting conservation priorities, allocating resources, engaging local communities, and monitoring ecological and cultural outcomes. By supporting the development of adaptive management plans using this standardized approach, PANF ensures that each protected area site has a science- and community-informed strategy to safeguard biodiversity, maintain ecosystem services, and preserve cultural heritage. Additionally, these plans strengthen local capacity by enabling stakeholders and site management teams to understand, implement, and revise management strategies over time, ensuring that conservation efforts remain effective and responsive to changing conditions.

Through this support, PANF helps the PAN member states achieve long-term ecological and social sustainability, aligning with both national priorities and international conservation commitments.

Scope of Services

The selected consultant or firm will be responsible for developing adaptive management plans for protected area sites in seven PAN member states. All plans will be developed using the PAN management plan template, ensuring consistency and alignment across all sites, while also linking each plan to national priorities and initiatives, including food security, climate change adaptation, biodiversity conservation, and other relevant programs.

The work will begin with a comprehensive review of existing management plans, ecological data, and socio-cultural information for each site to identify gaps, challenges, and opportunities for improvement. The consultant will then engage stakeholders, including local communities, traditional leaders, and government agencies, through consultations and workshops designed to ensure inclusive participation, with attention to gender balance and youth involvement.

Using the PAN management plan template as a foundation, the consultant will draft site-specific adaptive management plans that outline conservation objectives, sustainable use guidelines, biodiversity and habitat protection measures, monitoring and evaluation procedures, revision mechanisms, and implementation responsibilities. Each plan will integrate climate adaptation strategies, community priorities, gender considerations, and linkages to nationwide initiatives, ensuring that the management actions contribute to broader national goals.

A key component of the work is building local capacity. The consultant will provide training to stakeholders and site management teams so they can understand, implement, and periodically revise the plans, ensuring that conservation strategies remain effective and responsive to changing conditions.

The consultant will incorporate feedback from PANF and stakeholders and submit final management plans in both digital and print-ready formats. Deliverables will include draft and final management plans aligned with the PAN template and linked to national initiatives, stakeholder consultation and workshop reports, and training materials documenting the capacity-building process.

The timeline for the assignment will be determined during contract negotiation, taking into account site-specific engagement needs and stakeholder schedules.

Proposal Submission

Award of the contract resulting from this RFP will be based upon the most responsive, responsible firm whose offer will be the most beneficial to PANF in terms of cost, functionality, and other factors as specified elsewhere in this RFP. PANF reserves the right to reject any or all offers, amend and discontinue this RFP process without obligation or liability to any potential consultant; accept other than lowest price offered. Each firm's proposal must be submitted in several parts as set forth in section, "Required Elements for Response." Each firm will confine its submission to those matters sufficient to define its proposal and to provide an adequate basis for PANF's evaluation of the firm's proposal.

Questions Regarding RFP

Any questions or requests for interpretation or clarification, either administrative or technical, about this RFP must be submitted via email to Ms. Dilkui Marino, dmarino@palaupanfund.org. Statements concerning the meaning or intent of the contents of this RFP by any person other than the person identified herein are unauthorized and invalid. PANF will not be responsible for any other explanation or interpretation of this RFP. Any contact with personnel other than identified above regarding this RFP may disqualify a proposer.

Required Elements for Response

Consulting firms responding to this RFP will provide the following information in their proposals:

- Cover Letter of Transmittal
- Brief Company Overview and Staffing
- Qualifications
- Approach, and Methodology
- Detailed and Itemized Costs
- Timetable

Cover Letter of Transmittal

This section will present a high-level synopsis of the firm's responses to the RFP. The cover letter should be a brief overview of the engagement, and should identify the main features and benefits of the proposed services. It must include a statement of commitment to the project and the project schedule.

Company Overview and Staffing

Please provide the following:

1. Official name, address, and telephone number.
2. Identify any parent corporation and/or subsidiaries and affiliations, if applicable.
3. Identify the name, title, address, phone, fax number, email address of the primary contact person.
4. Provide a brief overview of your company including the number of years in business, number of employees, nature of business, and description of clients.
5. Proof of the ability to legally conduct business in the Republic of Palau.
6. State that is has not colluded in any fashion with other respondents which would restrict or eliminate competition. The proposal should identify specific staff to perform each task, including an organizational chart. Each staff person should have an identified role and link to relevant experience. The proposal should also state the level commitments of that individual to this project.

Qualifications

The contract, if awarded, will only be awarded to a responsible proposer who is qualified by experience to perform the specified services. The proposer shall submit, with its proposal, satisfactory evidence of experience in similar services and working knowledge of Palau's PAN. This section should include key issues and experiences the proposer has faced on previous planning documents.

Scope, Approach, and Methodology

Include detailed procedures and trade expertise. The proposal should reflect:

- Clear Scope of Services
- Methodology to complete these management plans.
- If the firm uses any specific tools, measurements/metrics, or unique means of ensuring process improvements, quality, speed, and/or efficiency, they should be described in sufficient detail for evaluation.

Detailed and Itemized Costs

Hourly rates and other expenses with an estimate of the time required to complete the project. All costs must be good from the date of the proposal through completion of the project. Costs must also include:

- Electronic copies of management plan in pdf format
- All supporting documentation
- Project management costs and meeting expenses
- Training costs

Addenda to Proposal

PANF may modify this RFP, any of its key actions, dates, or any of its attachments, prior to the date fixed for submission of proposals by issuance of an electronic Addendum to all proposers. Such Addendum will also be posted on PANF's website. Proposer will acknowledge receipt of all Addenda in their proposal. Any Addenda issued during the time for submission of proposals will be made part of the Agreement.

Withdrawal of Proposal

A proposal may be withdrawn after its submission by written request signed by the proposer or authorized representative prior to the time and date specified for proposal submission. Proposals may be withdrawn and resubmitted in the same manner if done so before the proposal submission deadline. Withdrawal or modification offered in any other manner will not be considered.

Late Responses

While late responses are usually rejected, PANF retains the right to accept or reject late responses for any reason.

Evaluation of Proposals

A committee of at least two PANF staff and two PAN Office staff will evaluate and rate proposals based on best value to PANF, not based on price alone. All proposals will be reviewed to verify that the proposer has met the minimum requirements as stated in this RFP. Proposals that have not followed the rules, do not meet minimum content or quality standards, will be rejected as non-responsive.

Proposals will be evaluated on the following criteria, not necessarily in order of priority:

- Cost: The cost is reasonable for the effort proposed, is of sufficient detail to explain the cost drivers, and sufficient mechanisms are in place to control costs through the project.

- Availability: The proposal will demonstrate the availability for this project (i.e., identification that they are not over committed to other projects and, therefore, have adequate time for this project).
- Experience: The proposer shows relevant experience & knowledge on similar projects, financial management (as applicable).
- Approach: The proposer shows a solid understanding of the issues associated with development of management plan with PAN Member States and provides unique tools, methods, and other approaches to ensuring the quality and timeliness for the development of the management plan. The most qualified firm(s) may be asked to participate in an oral interview to discuss in greater detail the content of their proposals.

Rejection of Proposal

PANF may reject any or all proposals. PANF may make investigations as deemed necessary to determine the ability of the proposer to perform the services, and the proposer shall furnish to PANF all such information and data for the purpose as requested by PANF. PANF reserves the right to reject any proposal if the evidence submitted by, or investigation of, such proposer fails to satisfy PANF that the proposer is properly qualified to carry out the obligations of the agreement and to complete the work described therein.

Award of Contract

Award of contract or rejection of proposals will be made by PANF within sixty (60) days following the proposal due date. PANF reserves the right to modify the Award of Contract or rejection date to best meet the needs of the PAN. PANF reserves the right to reject any or all proposals in response to this RFP in the best interest of PAN. PANF further reserves the right to waive any informalities or irregularities in the proposals. PANF will not be liable for any cost incurred in connection with the preparation and submittal of any proposals. Award, if any, will be to the proposer whose proposal best complies with all of the requirements of this RFP.

Contract Documents

In submitting a proposal, the firm agrees to enter into an agreement with PANF and PAN Office utilizing standard contract forms for PANF. The firm's proposal in response to this RFP will be incorporated into the final agreement between PANF, PAN Office and the selected firm. The agreement to be executed by the successful proposer will generally conform to the standard contract process, however, PANF reserves the right to update the agreement to its current standards at the time PANF makes an award.

Cancellation

PANF retains the right to cancel the RFP at any time should it be deemed to be in the best interest of the PAN. No obligation, either expressed or implied, exists on the part of PANF to make an award based on the submission of any proposal.