REQUEST FOR PROPOSAL

Consultancy to Support WWF Thailand's Transition to a National Organisation

Future-State Assessment, Transition Planning and Early Implementation Support

Issued by	WWF International
Issue date	29 October 2026
Clarification deadline	05 November 2026
Proposal deadline	19 November 2026, 17:00 CET
Expected contract period	Approximately 12 weeks from contract signature
How to request RFP documents	Please email tenders@wwfint.org to receive the forms and templates for proposal submission.

Restricted regional competition. Only consulting firms established in Thailand or elsewhere in Southeast Asia, with demonstrable knowledge and delivery experience in the Thai operating context, may participate. Proposals failing to meet the eligibility requirements in Section 11 will not proceed to technical evaluation.

Invitation and Procurement Overview

WWF invites qualified consulting firms, organisations or consortia to submit proposals for independent advisory support to assess and plan the transition of WWF's presence in Thailand toward a strengthened, locally governed and financially sustainable National Organisation operating through the existing WWF Foundation.

The assignment combines strategic institutional assessment with practical transition planning. It is not solely a legal compliance review. The successful supplier will evaluate alternative pathways, recommend a preferred model, design the future-state operating arrangements, and develop the governance, controls, roadmap and implementation tools required for safe execution.

Procurement principles. Eligibility is assessed first on a pass/fail basis. Only eligible proposals will be scored. Technical quality carries 80% of the total score, and price carries 20%.

1. Background

WWF International has agreed to pursue the establishment of a WWF Thailand National Organisation (NO) within an agreed timeframe. Achieving this objective will require a carefully sequenced transition from the current institutional arrangement toward a strengthened, locally governed and financially sustainable national entity capable of meeting WWF Network requirements.

Since 2019, WWF's presence in Thailand has been structured through two legally distinct entities:

- WWF-Thailand Country Office (WWF-Thailand), operating as a Foreign Private Organisation responsible for implementing internationally funded conservation programmes; and
- WWF Foundation, a Thai legal entity established to mobilize and manage local resources and partnerships.

As WWF evaluates the pathway toward National Organization status, two broad strategic options have been identified:

Option 1: Gradual Transition Model

Strengthen WWF Foundation over a defined transition period while progressively transferring selected functions, resources, responsibilities and operational capacity from WWF-Thailand. At the conclusion of the transition period, WWF Foundation would become the principal operating entity and platform for National Organization status.

Option 2: Accelerated Transition Model

Rapidly establish WWF Foundation as the primary operating entity within approximately one year and subsequently wind down the WWF-Thailand Country Office structure.

WWF seeks independent expert advice to assess the feasibility, risks, requirements, costs, timelines and long-term implications of these options and to recommend the most appropriate pathway toward National Organization status, including project transition.

All recommendations must start from WWF International's existing policies and practices already in place.

2. Purpose

The purpose of this assignment is to identify the most appropriate and feasible pathway for establishing WWF Thailand as a National Organisation and to provide WWF with an evidence-based roadmap for implementation. The consulting firms will:

- Evaluate alternative transition pathways;
- Assess institutional, governance, legal, financial and operational readiness;
- Recommend a preferred pathway toward National Organization status;
- Design the future-state operating model;
- Develop an implementation roadmap for the approved approach.

The assignment is not intended as a legal compliance exercise alone. It is a strategic institutional transformation review designed to support WWF's long-term localisation, sustainability and governance objectives in Thailand.

3. Key Strategic Review Questions

The assignment should answer the following questions:

1. Strategic Positioning
    a. What is the strongest long-term model for WWF's presence in Thailand?
    b. What value would National Organization status create compared with the current arrangement?
2. Governance
    a. What governance arrangements are needed for WWF Foundation to operate as an effective National Organization?
    b. What capabilities must the Board develop?
3. Financial Sustainability
    a. What level of unrestricted and locally generated income is required?
    b. What financial model is sustainable over the next 10 years?
4. Organizational Readiness
    a. What capacities, systems and leadership structures are required?
    b. What institutional gaps must be addressed before transition?

5. Transition Design
    a. What is the safest and most effective pathway?
    b. What sequence of decisions and investments is required?

4. Objectives

To recommend the most appropriate pathway for transitioning WWF's presence in Thailand to a single operating entity through WWF Foundation and to support implementation of the approved approach. Specific objectives are to:

- Evaluate the transition options.
- Define the transition conditions, sequencing, decision points and approvals required for WWF Foundation to assume all relevant functions currently carried out through WWF-Thailand for each option.
- Identify legal, regulatory, governance, financial, donor, operational, P&C, asset, contractual, tax, systems and reputational requirements that must be addressed before WWF-Thailand can be closed or wound down.
- Assess WWF Foundation’s readiness to become the single operating entity, including board governance, management authority, policies, controls, staffing, financial systems, fundraising capability, donor stewardship, reserves and audit readiness.
- Design the business plan over 10 years for a strengthened WWF Foundation, including governance, management structure, delegation of authority, core functions, systems, controls, reporting lines and relationship with WWF International.
- Recommend interim transition controls that maintain legal separation, clear accountability, separate accounting, documented approvals and auditability while WWF Foundation is being strengthened and responsibilities are progressively transferred. The consultant firm should ensure that any recommendations on interim governance controls should be consistent with WWF International’s policies and requirements unless deviations are expressly approved by the Steering Committee.
- Develop a phased transition roadmap covering feasibility, design and implementation, with responsible owners, timelines, dependencies, approval gates, risk controls and matters requiring further legal, regulatory, finance, P&C, donor and network review.

5. Scope of Work

The consultancy firm will support WWF to determine what is required to complete the transition from two legally distinct entities to one strengthened WWF Foundation. The work should be organised into two linked phases: Phase 1, Future State Assessment and Preferred Pathway; and Phase 2, Transition Planning and Early Implementation Support. Each phase should identify required decisions, legal and regulatory dependencies, risks, approvals, responsible owners, documentation needed to move safely toward the single-entity end-state, and a timeline.

5.1 Phase 1: Feasibility and transition conditions

Objectives

- Assess the viable transition pathways including estimated timelines for transition.
- Evaluate the risks, implications, and benefits of each pathway.
- Recommend a preferred approach that takes into consideration the risks, implications, benefits, and the operating capacities of both organizations
- Define the future operating model.
- Identify key risks, dependencies and readiness requirements.

Deliverables

Future State Assessment and Recommendation Report

All recommendations must start from WWF's existing policies and practices already in place and deviations from current policies and practices are only done on exception basis. The report should include, at minimum:

- Assessment of transition options and estimated timelines, including gradual and accelerated pathways, key assumptions, sequencing requirements, approval stage gates, and conditions that would need to be met before each option could proceed.
- Recommended pathway based on the findings from legal, regulatory, governance, financial, staffing, donor, contractual, asset, systems, fundraising, operational and reputational analysis.

- The recommended future operating model, setting out how WWF Foundation would function as the single local operating entity, including its relationship with WWF International, management authority, reporting lines, delegation of authority, core functions and decision-making arrangements.
- Governance implications, including board roles, required resolutions, delegated authorities, management accountabilities, oversight arrangements and the documentation needed to support a legally defensible transition.
- Financial and audit implications, including fund segregation, fund flows, reserves, cost recovery, accounting treatment, budgeting, reporting, reconciliation, audit trail and financial sustainability requirements for WWF Foundation.
- Staffing and P&C implications, including how staff functions, employment arrangements, reporting lines, roles and responsibilities would be managed or transferred under each transition pathway.
- Donor, grant, and contractual implications, including obligations to donors, treatment of existing grants and contracts, donor approvals or notifications, project records, fundraising responsibilities and stewardship arrangements.
- Asset, systems, and operational implications, including transfer or alignment of assets, data, records, systems access, policies, procedures, programme implementation capacity and day-to-day operating responsibilities.
- Risks and dependencies, including legal, regulatory, financial, donor, staffing, operational, reputational and network-related risks, with recommended mitigation measures and dependencies requiring further review.
- Readiness requirements for WWF Foundation, including board governance, management capacity, staffing, financial controls, systems, fundraising capability, donor stewardship, reserves, policies, procedures and audit readiness.
- Management decision points, including the decisions, approvals, further due diligence and conditions required before moving from Phase 1 into Phase 2 transition planning and implementation support.

Long-Term Sustainability Assessment

The consulting firm should assess the viability of WWF Foundation operating as a financially sustainable National Organization over a ten-year period.

- The assessment should include:
    - Revenue projections;
    - Local fundraising potential;

- Cost structure analysis;
- Staffing implications;
- Reserve requirements;
- Growth scenarios;
- Risk factors;
- Long-term sustainability assumptions.

- National Organization status should be evaluated not only as a governance outcome but also as a financially viable and mission-driven operating model.

Stakeholder Engagement

The consulting firm should place particular emphasis on engaging Thai stakeholders throughout the review process.

Stakeholders should include:

Internal

- WWF Thailand staff
- WWF Foundation Board members
- WWF Foundation management
- WWF International representatives
- Asia-Pacific regional leadership
- Relevant WWF National Organizations

External

- Donors/National offices
- Government counterparts
- Conservation partners
- Civil society organizations
- Academic institutions
- Selected private-sector partners

The recommendations should be informed by local perspectives and reflect Thailand's operating context.

Scope

Phase 1 should focus on assessment, options analysis and recommendation. It should identify the legal, regulatory, governance, financial, staffing, donor, contractual, asset, systems, operational and reputational conditions that must be met before WWF can proceed with a transition to a single local operating entity through WWF Foundation and the estimated timeline. The recommended approach should discuss how National Organisation status will add value beyond the current operating model (e.g. strengthened programme delivery and project implementation).

Phase 1 should not produce a detailed implementation plan for transfers of staff, assets, contracts, donor obligations, systems or management responsibilities. Those activities should only be addressed at a high level to inform the recommended pathway and management decision.

Management Decision Point

At the conclusion of Phase 1, the Regional Director, in consultation with Chief of Country Office Management and the Steering Committee, will review the Future State Assessment and Recommendation Report and determine whether to proceed with the recommended pathway. Subject to further approval from WWF International's Executive Team, Phase 2 will commence. To be clear, WWF is not obliged to proceed with Phase 2 and may terminate the assignment without further liability other than payment for accepted Phase 1 deliverables.

5.2 Phase 2: Transition Planning and Early Implementation Support

Phase 2 should produce the practical roadmap, governance arrangements, controls and tools needed to support implementation of the approved transition, based on WWF existing policies and procedures taking into consideration Thailand specific legal considerations.

Objectives

- Translate the management approved transition roadmap with workstreams, milestones, timelines, responsible owners, dependencies and approval stage gates.
- Establish the governance and oversight arrangements needed to guide implementation.

- Define the main implementation workstreams for transferring or aligning programmes, staff functions, assets, contracts, donor obligations, fundraising responsibilities, systems, records and management responsibilities to WWF Foundation.
- Develop transition controls to ensure legal compliance, financial segregation, donor accountability, auditability, risk management and clear accountability during the defined transition period.
- Support WWF's Regional management in mobilising early stages of implementation, including the development of tools, templates, trackers, and briefing materials as necessary to manage the transition safely.

Deliverables

- Detailed transition roadmap setting out the approved pathway, sequencing, milestones, dependencies, approval gates, timeline, responsible owners and critical risks to be managed during implementation.
- Implementation plan, organised by workstream, that includes governance, legal and regulatory steps, finance and audit controls, staffing and P&C matters, donor and grant obligations, contracts, assets, systems, records, fundraising responsibilities and communications.
- Governance and oversight framework, defining management and board roles, decision rights, escalation arrangements, meeting cadence, reporting lines, approval requirements and documentation standards.
- Transition control framework, setting out the controls needed to maintain legal compliance, financial segregation, fund accountability, donor compliance, audit trail, record-keeping, risk tracking and issue escalation during the transition.
- Transfer and alignment checklist (related to the framework above), identifying the approvals, documentation, due diligence and responsible owners required for transferring or aligning staff functions, programme responsibilities, assets, contracts, donor obligations, fundraising activities, systems and records.
- Early implementation support, including facilitation of agreed working sessions, preparation of management briefings, support to prioritise immediate actions, and advice on sequencing unresolved issues requiring legal, finance, P&C, donor, regulatory or network review.

- Final handover pack, consolidating the roadmap, implementation plan, governance arrangements, controls, tools, trackers, outstanding decisions, unresolved risks and recommended next steps for WWF.

Scope

Phase 2 should focus on converting the management-approved pathway from Phase 1 into a practical implementation framework. It should define the sequencing, workstreams, controls, decision points, documentation requirements and early mobilisation steps needed to support the transition to WWF Foundation as the single local operating entity (a National Organisation).

Phase 2 should support planning, coordination and early implementation set-up, but should not make formal legal, regulatory, financial, employment, donor or board decisions on behalf of WWF. Any legally binding transfers, formal approvals, regulatory filings, contract amendments, employment actions, donor consents or audit determinations should remain the responsibility of WWF, the relevant boards and appropriate professional advisers.

Cross-cutting advisory support

As part of both phases, the consultancy firm may provide practical advice on:

- Financial controls and fund management, including fund segregation, fund flows, cost recovery, budgeting, accounting treatment, reconciliation, reporting, reserves and audit trail requirements.
- People, staffing and employment arrangements, including role alignment, reporting lines, employment implications, staff transition risks, P&C processes and change-management considerations.
- Operational coordination and ways of working, including how WWF-Thailand, WWF Foundation and WWF International should coordinate during the transition period, with clear responsibilities, communication routines and decision-making processes.
- Documentation and audit readiness, including transition records, decision logs, approval files, working papers, issue registers and evidence needed to support a legally defensible and auditable transition.
- Assets, systems, data and information management, including asset transfer or alignment, systems access, data ownership, records management, filing structures, information security and continuity of operations, taking into consideration the existing WWF systems.

Recommendations should be limited to matters necessary to support the preferred transition pathway and should not constitute standalone organisational redesign, HR restructuring, finance transformation or systems-replacement workstreams.

6. Deliverables for Phase 1 and 2

Deliverables Phase 1	Description
Inception Note	Methodology, stakeholder engagement plan and workplan
Future State Assessment and Recommendation Report	Assessment of options, future operating model and preferred pathway
Long Term Sustainability Assessment	Assessment the viability of WWF Foundation operating as a financially sustainable National Organization over a ten-year period.
Management Decision Workshop	Presentation and discussion of Phase 1 findings
Deliverables Phase 2	Description
Transition Roadmap – (Subject to Phase 2)	Detailed roadmap for the approved pathway
Governance and Transition Control Framework	Governance arrangements and implementation controls
Implementation Plan	Workstreams, timelines, owners and dependencies
Early Implementation Support	Agreed implementation support activities
Final Handover Pack	Tools, templates and implementation materials

All documentation generated in connection with Phase 1 and/or 2 should be delivered to WWF upon request or completion of relevant Phase.

6. Methodology and Assessment Criteria

- Desk review of relevant existing legal opinions, governance documents, financial records, board materials, project documents, and current policies or procedures.
- Interviews or working sessions with WWF-Thailand, WWF Foundation, relevant WWF International functions such as Legal and Governance, and other stakeholders as required.
- Review existing policies, processes, and procedures for funding sources and uses, fund flows, documentation requirements, approval workflows, reporting obligations and cross-entity programme arrangements.

- Transition-readiness analysis covering WWF Foundation capacity, closure or wind-down considerations for WWF-Thailand's foreign structure, and sequencing of legal, regulatory, financial, HR, donor, contractual, asset, and operational steps.
- Utilisation of collaborative design workshops and validation consultations.

Assessment Criteria

When evaluating the gradual and accelerated pathways, require assessment against:

Criteria	Assessment Focus
Strategic Alignment	Alignment with WWF Roadmap 2030 and Thailand priorities
Conservation Impact	Ability to increase conservation outcomes
Governance Readiness	Board and management effectiveness
Financial Sustainability	Long-term viability
Fundraising Potential	Local revenue generation
Operational Effectiveness	Programme delivery capacity
Legal Feasibility	Regulatory and compliance requirements
People & Culture	Staff retention and organizational readiness
Risk Profile	Transition and operational risks
Time to Implementation	Realistic timetable

Expected Outcome

At the completion of the assignment, WWF International, WWF-Thailand and WWF Foundation will have a clear, evidence-based and stakeholder-informed recommendation regarding the most appropriate pathway for establishing WWF Thailand as a National Organization.

The assignment should provide:

- A comparative assessment of transition options;
- A recommended transition pathway;
- A future-state National Organization operating model;
- A ten-year sustainability and growth outlook;
- Governance and institutional strengthening recommendations;
- A phased transition roadmap;

- A risk mitigation framework;
- Practical implementation tools and decision-making guidance.

The assignment should enable WWF to move confidently from strategic intent to implementation while ensuring that WWF Foundation becomes a strong, locally governed, financially sustainable and mission-driven National Organization capable of delivering conservation impact in Thailand over the long term.

7. Duration and Level of Effort

The assignment is expected to be completed over approximately two months (with a minimal gap between Phase 1 and 2 for management decisions) from contract signing. The estimated level of effort should be proposed by the consulting firm and should be sufficient to complete the feasibility assessment, stakeholder consultations, organisational design, roadmap development, validation workshops, implementation planning and final handover.

8. Required Expertise and Qualifications

References to the "consulting firm" will include consulting firm, organisation or consortium for this assignment. The consulting firm should have:

- At least 15 years of relevant professional experience in governance, compliance, internal controls, institutional strengthening, financial management, audit readiness, organisational risk management, or non-profit operations.
- Demonstrated experience designing or improving governance and operating processes for international NGOs, foundations, charitable entities, donor-funded organisations, or organisations operating through multiple legal entities.
- Strong practical understanding of entity governance, board approvals and resolutions, delegation of authority, decision-rights frameworks, fund management, documentation standards, budgeting and accounting segregation, reporting, reconciliation, and audit trail requirements.
- Demonstrated ability to translate legal advice and regulatory recommendations into practical operating procedures, templates, checklists, workflows, approval matrices, management tools, and staff guidance.
- Experience mapping fund flows and designing controls for restricted funds, locally raised funds, donor funds, cross-entity arrangements, cost recovery, reimbursements, and programme or service agreements.

- Experience developing MoUs, project-specific cooperation agreements, standard operating procedures, governance frameworks, financial control procedures, or similar institutional tools.
- Experience supporting organisational transition, legal-entity restructuring, localisation or nationalisation of country operations, NGO wind-down or transfer planning, foundation capacity strengthening, or comparable institutional change processes.
- Familiarity with Thai non-profit, foundation, foreign private organisation, fundraising, labour, tax, accounting, or regulatory environments is highly desirable.
- Experience working on sensitive governance, regulatory, legal compliance, or organisational risk issues where discretion, confidentiality, careful documentation, and stakeholder alignment are required.
- Strong facilitation and stakeholder engagement skills, including the ability to work with senior management, board members, legal counsel, finance teams, programme staff, fundraising teams, and regional or international stakeholders.
- Excellent analytical and written communication skills, with the ability to produce clear, practical, board-ready and management-ready outputs in English.
- Fluency in English is required. Thai language capability, or ability to work effectively with Thai-language documents and stakeholders, is strongly preferred.
- No actual or perceived conflict of interest with WWF-Thailand, WWF Foundation, WWF International, or any relevant regulatory, legal, audit, or financial service provider involved in this matter.

9. Reporting and Management Arrangements

The consulting firms will report to the Southeast Asia Regional Director, with close coordination by an advisory group composed of with WWF-Thailand staff representation, WWF Thailand Foundation representative, relevant WWF International functions (including but not limited to legal, accountability, governance, finance), and National Offices representatives. The decision making is done by the WWF's Executive Team through the sponsor, Chief, Country Offices Division, in consultation with WWF governance bodies.

10. Proposal Requirements

- Technical proposal outlining understanding of the assignment, proposed methodology, workplan, and deliverables.
- Relevant experience and examples of similar assignments.
- Proposed team composition and roles, if applicable.
- Estimated level of effort and timeline.

- Financial proposal, including daily rates, expenses, and total cost for each Phase.
- Disclosure of any actual or potential conflicts of interest.

11. Supplier Eligibility and Geographic Restriction

Mandatory eligibility criteria. A supplier that does not satisfy every mandatory requirement below will be deemed non-responsive and will not be evaluated further.

No.	Mandatory requirement	Evidence required
1	The lead supplier must be legally established and operating in Thailand or in a Southeast Asian country: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste or Viet Nam.	Certificate of incorporation/registration, registered address and operating license where applicable.
2	The supplier must demonstrate substantive knowledge of Thailand's operating context relevant to this assignment, including the non-profit/foundation environment and institutional, governance, regulatory, financial, labour, tax, donor or operational considerations.	At least two relevant assignment examples, client references or named expert credentials showing Thailand-specific work.
3	The proposed consulting firm must have at least 15 years of relevant professional experience.	CV with dates, roles and relevant assignments.
4	The supplier must be able to deliver stakeholder engagement in Thailand. Thai-language capability must be available within the team or through a named, contractually committed specialist.	Team structure, language capability and delivery arrangements.
5	The supplier must accept WWF's conflict-of-interest, confidentiality, safeguarding, ethical conduct, and due diligence requirements.	Signed declarations in the forms provided.
6	The proposal must be complete, submitted on time, valid for at least 90	Signed proposal and submission checklist.

	calendar days, and signed by an authorised representative.	

If a supplier is established elsewhere in Southeast Asia, its proposal must clearly explain how Thailand-based expertise, access, language capability and in-country stakeholder engagement will be secured. Subcontracting a nominal Thailand-based adviser solely to meet eligibility will not be sufficient.

12. Proposal Instructions

Proposals should be concise, evidence-based and structured in the order below. The technical and financial proposals should be submitted as separate files.

Description	Required content	Guidance
A. Eligibility	Completed Supplier Information form; registration evidence; Thailand-context evidence; signed declarations; authorised signature.	Pass/fail. No scoring if any mandatory requirement fails.
B. Technical proposal	Executive summary; understanding; methodology; phase approach; stakeholder plan; workplan; quality assurance; risks; team; relevant assignments; references.	Recommended maximum 30 pages excluding CVs and forms.
C. Financial proposal	Fixed total price and phase totals; fees per person/role and days; travel and expenses; taxes; assumptions; optional rates.	State currency and tax treatment. No technical information should be included only in the financial volume.
D. Declarations	Conflict of interest and confidentiality.	Use Annex forms or equivalent signed statements.

All costs required to complete the assignment should be included. WWF may clarify or negotiate scope, schedule and price, but is not obliged to accept the lowest-priced or any proposal.

13. Evaluation Process

1. Administrative completeness and eligibility review (pass/fail).
2. Independent technical scoring by the Evaluation Committee.
3. Technical consensus meeting and moderation.
4. Clarifications, presentation and/or reference checks where required.
5. Opening and scoring financial proposals for bidders who meet the technical threshold.
6. Combined score, due diligence, approvals and award recommendations.

Technical threshold. A bidder must obtain at least 56 out of 80 technical points (70% of available technical points) and must not receive a score of zero on any scored criteria. WWF may set a higher shortlist threshold if stated before proposals are opened.

14. Selection Criteria and Grading

14.1 Technical Evaluation: 80 points

#	Criteria	Evaluation considerations	Max. points
1	Understanding and strategic insight	Demonstrates a clear grasp of the two-entity context, National Organization objective (including but not limited to gaps from the present two entities to transition to National Organisation), transition options, management decision point, Thai operating realities, and key institutional risks and dependencies.	10
2	Methodology and analytical rigour	Credible approach to options analysis, readiness assessment, operating-model design, risk analysis, legal/regulatory interfaces, financial sustainability modelling, evidence triangulation and quality assurance.	30
3	Relevant regional and organisational experience with	Depth and relevance of Thailand-specific institutional, NGO/foundation, governance, regulatory, donor, labour, tax, financial and stakeholder knowledge;	30

	commensurate team qualifications	ability to work effectively in Thai context and language. Comparable assignments involving NGO/foundation governance, localisation, transition, multi-entity arrangements, wind-down/transfer, controls, donor obligations and audit readiness. Lead expertise; mix of governance, finance, legal/regulatory, people/change and operational skills; Thai capability; role clarity; availability; continuity and senior oversight.	
4	Workplan, stakeholder engagement and deliverability	Realistic 12-week plan, sequencing, effort, dependencies, stakeholder engagement, deliverable review cycles, management workshop and phase gate that includes Practical risk controls, confidentiality, conflict management, knowledge transfer, usable tools, and sustainable handover.	10
		Total technical score	**80**

14.2 Criterion Grading Scale

Rating	Description	Definition
0	Non-responsive	No response, materially irrelevant response, or unacceptable approach.
1	Very weak	Major deficiencies; little evidence; serious delivery risk.
2	Weak	Partially addresses the requirement but contains important gaps or unsupported claims.
3	Acceptable	Meets the requirement adequately; credible evidence and manageable limitations.
4	Strong	Exceeds the requirement in important respects; clear insight, relevant evidence and low delivery risk.
5	Outstanding	Exceptional, highly relevant and well-evidenced response offering material added value with minimal delivery risk.

For each criteria: Weighted criterion score = (consensus rating ÷ 5) × maximum points. Scores may be recorded in one decimal place. Evaluators must provide concise evidence-based comments, particularly for ratings of 0, 1, 4 or 5.

14.3 Financial Evaluation: 20 points

Only financial proposals from bidders that pass eligibility and meet the technical threshold will be evaluated. The lowest evaluated compliant price receives 20 points. Other proposals are scored as follows:

Financial score formula. Financial score = (Lowest evaluated compliant price ÷ Bidder's evaluated price) × 20.

The evaluated price may be adjusted solely to correct arithmetic errors and to place proposals on a comparable basis regarding taxes, currencies, travel or excluded mandatory costs. Any adjustment will be documented and applied consistently.

14.4 Combined Score and Award Basis

Component	Maximum	Weight
Technical score	80	80%
Financial score	20	20%
Total combined score	100	100%

The intended award will be to the eligible, technically qualified bidder achieving the highest combined score, subject to satisfactory clarifications, references, due diligence, conflict checks, budget availability, internal approvals and successful contract negotiation.

WWF International reserves the right not to award or to award by phase where permitted by the solicitation and applicable procedures.

15. Commercial and Contractual Conditions

1. The contract is expected to be deliverable, with payment linked to acceptance of milestones.
2. The successful supplier will be responsible for all personnel, taxes, insurance, permits, and subcontractors required for performance.
3. Work products will be provided in editable and final formats. Intellectual property, confidentiality, data protection, and use of rights will be governed by the contract.
4. Travel must be pre-approved and comply with WWF requirements. Costs must be clearly stated in the financial proposal.
5. Phase 2 commencement is subject to the Phase 1 management decision and relevant approvals. The contract provides a stop/go decision without the obligation to commission all Phase 2 services.
6. A sample contract is annexed for reference.

16. Proposal Validity

Proposals should remain valid for a period of 90 calendar days following the submission deadline.

17. Communications and Submission

- All procurement communications must be sent to tenders@wwfint.org email.
- Suppliers must not contact Evaluation Committee members, Board members or other WWF personnel regarding this competition unless authorised in writing.
- Proposals should be submitted using separate attachments of:
  - Supplier Information Form
  - Technical Proposal, containing all technical information; and
  - Financial Proposal, containing only the financial offer.
  - Other supporting documents requested.

  Submit files using the naming convention: [SupplierName]_Supplier Information Form; [SupplierName]_Technical Proposal; [SupplierName]_Financial Proposal, etc.

- Late submissions may be rejected unless WWF determines that exceptional circumstances and applicable procedures permit acceptance.
- Proposals and related communications must be in English. Thai supporting documents should include an English summary or translation where requested.

18. Reservations

WWF may cancel, suspend, amend, clarify or reissue the RFP; reject any or all proposals; verify information; request presentations or best and final offers; negotiate with one or more bidders where allowed; or make no award. Issuing this RFP does not create an obligation to reimburse bid costs or enter into a contract. Any award is effective only when the contract is signed by authorised representatives.

19. How to request RFP documents (forms and templates)

Please email tenders@wwfint.org to receive the forms and templates for proposal submission.

Annex A: Supplier Information Form

Annex B: Technical Proposal Form (Template)

Annex C: Financial Proposal Form (Template)

Annex D: Conflict of Interest Declaration

Annex E: Ethical Labour Code of Conduct

Annex F: Non-Disclosure Agreement

Annex H: WWF Fraud and Corruption Prevention and Investigation Policy (for reference only)

Annex I: Sample agreement