



Konservasi Indonesia is a national foundation established to support sustainable development in the country. We are the main partner of Conservation International in Indonesia.

We envision a healthy and prosperous Indonesia where biodiversity is valued and preserved. With offices and project sites across Indonesia, we promote a sustainable landscape-seascape approach and establish partnerships with multiple stakeholders across sectors and jurisdictions to deliver lasting impacts for people and nature in Indonesia.

*As we are constantly expanding, we are currently looking **Consultant** to fill the following Terms below:*

CONSULTANT (Group/ Company)

Feasibility Study on Public-Private Partnership (PPP) Schemes for Marine Protected Area (MPA) Management in Indonesia

Code: PPP-MPA

Request for Proposals

Title: Feasibility Study on Public-Private Partnership (PPP) Schemes for Marine Protected Area (MPA) Management in Indonesia

RFP No: 003/I/22/2026

Date of Issuance: (22 January 2026)

1. Background

Konservasi Indonesia (KI) is a national non-governmental organization dedicated to advancing effective, inclusive, and sustainable management of Indonesia's natural resources, with a particular focus on marine and coastal ecosystems. KI works closely with government institutions, civil society, communities, and the private sector to strengthen governance frameworks, promote sustainable financing, and support evidence-based policy development for conservation and natural resource management.

As part of its marine and coastal program, KI supports the Ministry of Marine Affairs and Fisheries (MMAF) in strengthening the management effectiveness and long-term sustainability of Marine Protected Areas (MPAs). Indonesia has designated nearly 30 million hectares of MPAs; however, persistent challenges remain in securing sustainable financing, clarifying institutional mandates across governance levels, and ensuring consistent management performance. Addressing these challenges requires innovative and scalable approaches that complement public funding and strengthen multi-stakeholder collaboration.

In response to emerging national policy reforms related to Public-Private Partnerships (PPP) and conservation governance, KI is supporting MMAF to explore new partnership models that can enhance sustainable financing, stewardship, and management of MPAs while maintaining public accountability and conservation integrity.

2. Project Overview

KI intends to commission a national-level feasibility study to assess the applicability, readiness, and operationalization of Public-Private Partnership (PPP) schemes for Marine Protected Area (MPA) management in Indonesia. The study will be conducted at the national level, and the feasibility of proposed PPP approaches will be assessed and validated through selected locations, namely Sawo Lahewa MPA at North Sumatra Province and Selat Bunga Laut MPA at West Sumatra Province.

The assignment will analyze the evolving regulatory and policy landscape for PPP and conservation, assess institutional readiness and financing gaps within the national MPA system, and identify viable PPP model options tailored to conservation and stewardship functions rather than physical infrastructure. The study will place particular emphasis on governance arrangements, role-sharing mechanisms, administrative pathways, safeguards, and potential non-state revenue streams consistent with Indonesia's regulatory framework.

Through analytical work and structured stakeholder consultations, the study will generate practical recommendations and implementation pathways to support MMAF in preparing for the adoption of conservation-focused PPP mechanisms. The outputs of this assignment are expected to inform national policy discussions, support regulatory alignment, and provide MMAF with an evidence-based foundation for operationalizing PPP schemes as part of Indonesia's long-term sustainable ocean and marine resource management agenda.

3. Terms of Reference, Deliverables and Deliverables Schedule

Timeline

It is estimated that the Consultation will have a period from **18 February to 31 August 2026** for a series of activities to conduct feasibility study on the applicability, readiness, and operationalization of Public-Private Partnership (PPP) schemes for Marine Protected Area (MPA) management in Indonesia (see Attachment 2).

Location

The feasibility study will be conducted at the national level and at two selected pilot MPAs; Sawo Lahewa MPA located at the North Sumatra Province, and Selat Bunga Laut MPA located at the West Sumatra Province.

Deliverables

The consultant will produce the following deliverables: 1. Inception Report; 2. Baseline & Institutional Assessment Report; 3. Policy & Regulatory Analysis Report; 4. Pilot Site Assessment Report; 5. Stakeholder Consultation Summary & Validation Report; 6. Draft PPP Model Options & Implementation Pathway Report; and 7. Final Feasibility Study Report & Policy Briefs. For further details and the schedule for each deliverable, please see Attachment 2.

Technical Direction

Consultants will receive technical directions from experts at KI to ensure all tasks, results, and quality run on time. We expect the consultants to maintain an open and transparent line of communication to share updates on progress and challenges.

4. Submission Details

- a. Deadline. Proposals must be received no later than **6 February 2026** (23:59 WIB, GMT+7). Late submissions will not be accepted. Proposals must be submitted via email to ynamiruddin@konservasi-id.org, aanugrah@konservasi-id.org, ewidyastuti@konservasi-id.org and grantcontractid@konservasi-id.org. All proposals are to be submitted following the guidelines listed in this RFP.
- b. Validity of bid. **120 days** from the submission deadline
- c. Clarifications. Questions may be submitted to ynamiruddin@konservasi-id.org, aanugrah@konservasi-id.org, ewidyastuti@konservasi-id.org and grantcontractid@konservasi-id.org by the specified date and time in the timeline below. The subject of the email must contain the RFP number and title of the RFP. KI will respond in writing to submitted clarifications by the date specified in the timeline below. Responses to questions that may be of common interest to all bidders will be posted to the KI website and/or communicated via email.

- d. Amendments. At any time prior to the deadline for submission of proposals, KI may, for any reason, modify the RFP documents by amendment which will be posted to the KI website and/or communicated via email.

5. Minimum Requirements

Essential Qualifications (Firm-Level Requirements)

The consulting firm or consortium must demonstrate:

- Proven experience conducting **regulatory, institutional, and policy analyses** in Indonesia, particularly in the environment, marine, or natural resource governance sectors.
- Strong technical expertise in **sustainable financing mechanisms**, including conservation finance, blended finance, non-state revenue pathways, and ecosystem service-based financing.
- Demonstrated understanding of Indonesia's marine and fisheries governance framework, including marine protected areas, ecosystem management, and decentralization structures.
- Proven experience delivering high-quality **feasibility studies, policy frameworks, or financing assessments** for government or international organizations.
- Ability to engage with and facilitate consultations across ministries (MMAF, Bappenas), sub-national governments, civil society, private sectors and communities.
- Capacity to produce bilingual (English and Bahasa Indonesia) analytical reports, policy briefs, and presentations.
- Experience managing multidisciplinary teams across policy, finance, law, and conservation.

Key Personnel Requirements

Marine Policy, Conservation, and Governance Expertise

- At least one key personnel should have a **minimum 10 years** of professional experience in marine policy, coastal/marine governance, or conservation management in Indonesia.
- Demonstrated expertise in MPA policy, institutional arrangements, and national-subnational governance mechanisms.
- Proven experience supporting Indonesian ministries

Regulatory & Institutional Analysis

- At least one key personnel should have a **minimum 8 years** of experience conducting regulatory reviews and institutional analyses related to environmental management, conservation, PPP, cooperation mechanisms, or public administration.
- Demonstrated capability to assess mandates, administrative pathways, SOPs, and institutional readiness.

Sustainable Finance & Conservation Finance

- At least one key personnel should have a **minimum of 7 years** of experience in sustainable financing, conservation finance, ecosystem service valuation, or blended finance.
- Experience assessing financial feasibility, potential revenue mechanisms (tourism, service fees, blue carbon, etc.), and long-term funding models for conservation.

Desirable Qualifications

- Proposed key personnel preferably to have advanced degrees (master's or PhD) in marine policy, environmental law, public administration, political science, economics, or related fields.
- Knowledge of international frameworks or global conservation finance mechanisms.
- Experience working with international conservation organizations or multilateral agencies.

- Familiarity with emerging conservation-focused PPP models and proven experience developing PPP/KPBU business case outlines, including engagement with BAPPENAS and the Ministry of Finance on KPBU processes.

6. Proposal Documents to Include

- Signed cover page on bidder's letterhead with the bidder's contact information.
- Signed Representation of Transparency, Integrity, Environmental and Social Responsibility (Attachment 1)
- Technical Proposal.
 - Corporate Capabilities, Experience, Past Performance, and 3 client references. Please include descriptions of similar projects or assignments and at least three client references.
 - Qualifications of Key Personnel. Please attach CVs that demonstrate how the team proposed meets the minimum requirements listed in section 5 (Minimum Requirements).
 - Technical Approach, Methodology and Detailed Work Plan. The Technical Proposal should describe in detail how the bidder intends to carry out the requirements described in the Terms of Reference (see Attachment 2).
- Financial Proposal. Offerors shall use the cost proposal template (Attachment 3).

- 7. Evaluation Criteria** In evaluating proposals, KI will seek the best value for money considering the merits of the technical and costs proposals. Proposals will be evaluated using the following criteria:

Evaluation Criteria	Score (out of 100)
Proposal and timeline: Is the proposed approach and sequence of activities appropriate to the assignment? Does the proposed timeline fit with the estimated for the completion of this work?	50 points
Prior experience: Does the bidder's past performance demonstrate recent proven experience doing similar work?	20 points
Expertise: Does the bidder and the proposed personnel have the specific technical expertise for the assignment?	20 points
Cost: Costs proposed are reasonable and realistic, reflect a solid understanding of the assignment.	10 points

8. Proposal Timeline

RFP Issued	22 Jan 2026
Clarifications submitted to KI	23 – 30 Jan 2026
Clarifications provided to known bidders	2 – 6 Feb 2026
Complete proposals due to KI	6 Feb 2026
Final selection	13 Feb 2026

- 9. Resulting Award** KI anticipates entering into an agreement with the selected bidder by **18 February 2026**. Any resulting agreement will be subject to the terms and conditions of KI's Services Agreement. A model form of agreement can be provided upon request.

This RFP does not obligate KI to execute a contract, nor does it commit KI to pay any costs incurred in the preparation or submission of the proposals. Furthermore, KI reserves the right to reject any and all offers, if such action is considered to be in the best interest of KI. KI will, in its sole discretion, select the winning proposal and is not obligated to share individual evaluation results.

10. Confidentiality All proprietary information provided by the bidder shall be treated as confidential and will not be shared with potential or actual applicants during the solicitation process. This includes but is not limited to price quotations, cost proposals and technical proposals. KI may, but is not obliged to, post procurement awards on its public website after the solicitation process has concluded, and the contract has been awarded. KI's evaluation results are confidential and applicant scoring will not be shared among bidders.

11. Code of Ethics All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. Konservasi Indonesia's reputation derives from our commitment to our values: Integrity, Respect, Courage, Optimism, Passion and Teamwork. KI's Code of Ethics (the "Code") provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violation of the Code of Ethics, as well as concerns regarding the integrity of the procurement process and documents should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

12. Attachments:

- Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility
- Attachment 2: Terms of Reference
- Attachment 3: Cost Proposal Template

Attachment 1: Representation of Transparency, Integrity, Environmental and Social Responsibility

RFP No. XXXXXXXX

UEI Number (if applicable): XXX-XXX-XXX

All Offerors are expected to exercise the highest standards of conduct in preparing, submitting and if selected, eventually carrying out the specified work in accordance with KI's Code of Ethics. KI's Code of Ethics provides guidance to KI employees, service providers, experts, interns, and volunteers in living KI's core values, and outlines minimum standards for ethical conduct which all parties must adhere to. Any violations of the Code of Ethics should be reported to KI via its Ethics Hotline at www.ci.ethicspoint.com.

KI relies on the personal integrity, good judgment and common sense of all third parties acting on behalf, or providing services to the organization, to deal with issues not expressly addressed by the Code or as noted below.

1. With respect to KI's Code of Ethics, we certify:

- We understand and accept that KI, its contractual partners, grantees and other parties with whom we work are expected to commit to the highest standards of Transparency, Fairness, and Integrity in procurement.

2. With respect to social and environmental standards, we certify:

- We are committed to high standards of ethics and integrity and compliance with all applicable laws across our operations, including prohibition of actions that facilitate trafficking in persons, child labor, forced labor, sexual abuse, exploitation or harassment. We respect internationally proclaimed human rights and take no action that contributes to the infringement of human rights. We protect those who are most vulnerable to infringements of their rights and the ecosystems that sustain them.
- We fully respect and enforce the environmental and social standards recognized by the international community, including the fundamental conventions of the International Labor Organization (ILO) and international conventions for the protection of the environment, in line with the laws and regulations applicable to the country where the contract is to be performed.

3. With respect to our eligibility and professional conduct, we certify:

- We are not and none of our affiliates [members, employees, contractors, subcontractors, and consultants] are in a state of bankruptcy, liquidation, legal settlement, termination of activity, or guilty of grave professional misconduct as determined by a regulatory body responsible for licensing and/or regulating the offeror's business
- We have not and will not engage in criminal or fraudulent acts. By a final judgment, we were not convicted in the last five years for offenses such as fraud or corruption, money laundering or professional misconduct.
- We are/were not involved in writing or recommending the terms of reference for this solicitation document.
- We have not engaged in any collusion or price fixing with other offerors.



- We have not made promises, offers, or grants, directly or indirectly to any KI employees involved in this procurement, or to any government official in relation to the contract to be performed, with the intention of unduly influencing a decision or receiving an improper advantage.
- We have taken no action, nor will we take any action to limit or restrict access from other companies, organizations or individuals to participate in the competitive bidding process launched by KI.
- We have fulfilled our obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country where the contract is to be performed.
- We have not provided, and will take all reasonable steps to ensure that we do not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitate, or participated in terrorist acts, and we are compliant with all applicable Counter-Terrorist Financing and Anti-Money Laundering laws (including USA Patriot Act and U.S. Executive Order 13224).
- We certify that neither we nor our directors, officers, key employees or beneficial owners are included in any list of financial or economic sanctions, debarment or suspension adopted by the United States, United Nations, the European Union, the World Bank, or General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement programs in accordance with E.O.s 12549 and 12689, "Debarment and Suspension".

Name: _____

Signature: _____

Title: _____

Date: _____

Attachment 2: Terms of Reference

Purpose

The purpose of this assignment is to conduct a national-level feasibility study to assess the applicability, readiness, and operationalization of Public–Private Partnership (PPP) schemes for Marine Protected Area (MPA) management in Indonesia. The study will be conducted at the national level and the feasibility of proposed PPP approaches will be assessed and validated through selected locations, namely Sawo Lahewa MPA at North Sumatra Province and Selat Bunga Laut MPA at West Sumatra Province. The study will support the Ministry of Marine Affairs and Fisheries (MMAF) in preparing for the implementation of conservation-focused PPP models under the evolving national regulatory framework, including forthcoming revisions to PPP regulations and conservation policies. The feasibility study is intended to generate evidence-based analysis and practical recommendations to guide MMAF in developing legally sound, institutionally coherent, and sustainable PPP mechanisms that strengthen long-term financing, governance, and management performance of MPAs.

Objective

This feasibility study aims to generate a clear, evidence-based foundation for the development of Public–Private Partnership (PPP) models tailored for Marine Protected Area (MPA) management in Indonesia. The specific objectives are to:

1. Assessing the baseline governance, institutional arrangements, financing landscape, and readiness factors relevant to the adoption of PPP approaches within the national MPA system.
2. Analyzing the implications of the forthcoming PPP and conservation regulatory reforms for implementing PPPs in the marine and conservation sectors, including identifying opportunities, constraints, and required regulatory adjustments within MMAF.
3. Identifying and engaging key stakeholders at national and relevant subnational levels to elicit and validate their incentives, expectations, concerns, and conditions under which PPP models could be acceptable, feasible, and beneficial.
4. Defining viable PPP model options for conservation, including governance structures, role-sharing arrangements, administrative pathways, contracting mechanisms, and potential non-state revenue streams consistent with the revised regulatory framework.
5. Providing implementation pathways and policy recommendations that outline institutional requirements, safeguards, risk management considerations, and steps needed to operationalize PPP schemes for MPAs at the national level.

Scope of Work

The consultant will undertake the following components, structured across analytical, regulatory, institutional, and consultation activities.

1. Inception and Work Planning

- Review relevant documents including national PPP regulations, revised PP 60, conservation regulations, MPA financing documents, and MMAF technical guidelines.
- Develop a detailed Work Plan and Methodology in coordination with KI and MMAF.
- Define key policy questions related to PPP feasibility, governance issues, financing structure, and institutional mandates for MPA management.
- Present and validate the overall approach and analytical framework during an Inception meeting with KI and MMAF.

2. Baseline and Institutional Assessment

- Conduct a national-level baseline assessment of ecological conditions, management of cost structures, MPA operational challenges, and financing gaps, primarily by referencing and synthesizing the existing Cost-Benefit Analysis (CBA) document
- Map mandates and roles across MMAF central units, UPT/Balai, provincial and district marine agencies, communities, NGOs, and private sector actors.
- Assess institutional readiness for adopting PPP schemes by undertaking an in-depth assessment of private sector demand and identifying critical capacity gaps that may affect implementation.
- Map ecosystem services and potential national revenue streams include ecotourism, environmental service fees, sustainable fisheries, and blue carbon.
- Conduct early stakeholder consultations (Phase 1) to validate baseline assumptions, institutional mapping, and initial feasibility PPP considerations.
- Identify and analysis current governance arrangements, operational cost drivers, revenue opportunities, risk factors, and stakeholder roles, informed by stakeholder's consultations
- Conduct field-based assessment at the two selected pilot MPAs (Sawo Lahewa MPA, North Sumatra Province, and Selat Bunga Laut MPA, West Sumatra Province) to examine site-specific constraints and enabling conditions and existing partnership or cooperation mechanism relevant to PPP feasibility.
- Synthesize global lessons learned from conservation-focused PPP models relevant to the Indonesian context.

3. Policy and Regulatory Analysis

- Analyze implications of the revised Bappenas PPP regulation and PP 60 revision for conservation-focused PPP implementation.
- Review sectoral technical regulations related to cooperation mechanisms, utilization rules, PNBP frameworks, and permitting procedures under MMAF.
- Identify regulatory provisions that enable or restrict PPP adoption in MPAs and determine technical regulations requiring revision or new development.
- Map institutional contracting authority, administrative and approval pathways, and required procedural adjustments for PPP implementation.
- Develop a regulatory roadmap outlining required regulatory alignments and new technical instruments for MMAF.

4. Stakeholder Consultation and Validation

The consultant responsible for planning, facilitating, and documenting stakeholder engagement activities throughout the contract period, as follows:

- Facilitate one formal national-level stakeholder consultation workshop (Phase 1) in the early stage of the assignment (Month 1-2) to present and validate baseline findings, institutional mapping, regulatory context, and initial PPP feasibility considerations. The workshop shall involve key national stakeholders, including MMAF, Bappenas, relevant ministries/agencies, NGOs, private sector representatives, and development partners.
- Facilitate two sub-national/site-level workshops (one per pilot MPA) as part of pilot site assessment, involving MPA management units, local government, communities, private sectors, and other stakeholders.
- Facilitate one formal national-level stakeholder validation workshop (Phase 2) (Month 4–5) to present consolidated findings and validate PPP model options.



- In total, the assignment will include a minimum of four (4) formal stakeholder workshops, consisting of two (2) national-level workshops (Phase 1 early consultation and Phase 2 national validation) and two (2) sub-national/site-level workshops, one at each selected pilot MPA (Sawo Lahewa MPA and Selat Bunga Laut MPA).

5. PPP Model Options, Governance Structure & Implementation Pathway

- Develop feasible national PPP model options for MPA management, focusing on stewardship functions rather than physical infrastructure.
- Define governance arrangements and role-sharing between MMAF, UPT/Balai, provincial governments, and non-state partners.
- Outline administrative processes, contracting mechanisms, and non-state revenue options suitable for national-level implementation.
- Conduct pilot site assessment in Sawo Lahewa and Selat Bunga Laut MPAs to test the applicability of proposed PPP models, identify site-specific governance conditions, potential revenue pathways, and local institutional readiness.
- Site-level consultations to inform Pilot Site Assessment Report.

6. Finalization and Reporting

- Consolidate findings from all components into a comprehensive Final Feasibility Study Report covering baseline analysis, regulatory review, PPP model options, governance pathways, financing considerations, and risk frameworks.
- Prepare bilingual policy briefs (English and Bahasa Indonesia) for MMAF and partners summarizing key recommendations and implementation steps.
- Deliver final presentations to KI and MMAF.

Deliverables and Workplan Timeline

1. Inception Report (Month 1)

Work plan, methodology, analytical framework, stakeholder mapping at national and pilot-site levels, and design of stakeholder consultation process

2. Baseline & Institutional Assessment Report (Month 1-2)

Assessment of national ecological and governance baselines, MPA operational cost structures, financing gaps, institutional mandates and readiness for PPP implementation, potential revenue streams, and validation of baseline assumptions through an initial national stakeholder consultation (Phase 1).

3. Policy & Regulatory Analysis Report (Month 2-3)

Analysis of PPP- and conservation-related regulations, identification of regulatory gaps, and mapping of administrative and approval pathways relevant to PPP implementation in MPAs.

4. Pilot Site Assessment Report (Month 4)

Assessment of site-specific governance conditions, institutional readiness, stakeholder dynamics, potential revenue pathways, and applicability of proposed PPP models in Sawo Lahewa MPA and Selat Bunga Laut MPA, informed by site visits and formal stakeholder workshops conducted at each pilot site.

5. Stakeholder Consultation Summary & Validation Report (Month 1-2 and Month 4)

Documentation and synthesis of stakeholder inputs from national and sub-national consultations, including one national stakeholder consultation (Phase 1), two sub-national pilot-site workshops, and one national validation workshop (Phase 2), and validation of emerging PPP model elements.

6. Draft PPP Model Options & Implementation Pathway Report (Month 3-4)

Draft national PPP model options, governance arrangements, administrative and contracting pathways, and safeguard and risk allocation framework, informed by stakeholder consultations and pilot-site findings.

7. Final Feasibility Study Report & Policy Briefs (Month 5-6)

Final validated report, complete implementation of roadmap, and bilingual policy briefs.

Activity Matrix	Months					
	1	2	3	4	5	6
Inception & Work Planning	●					
Baseline and Institutional Assessment	●	●				
National stakeholder consultation (Phase 1)	●	●				
Policy & Regulatory Analysis		●	●			
Draft PPP Model Options and Implementation Pathway			●	●		
Pilot Site Assessment (Sawo Lahewa and Selat Bunga Laut)				●		
Site-level Stakeholder Workshop (2 locations)				●		
Stakeholder Validation Workshop (Phase 2)					●	
Drafting & Finalization					●	●

Deliverable Schedule.

No.	Deliverable	Timeline (From Contract start)	Value (%) to be disbursed upon deliverable submission
1	Inception report	30 days	5%
2	Baseline and Institutional Assessment Report	60 days	10%
3	Policy and Regulatory Analysis Report	90 days	15%
4	Pilot Study Assessment Report for Sawo Lahewa and Selat Bunga Laut MPAs	120 days	15%
5	Stakeholder Consultation and Validation Report	120 days	15%
6	Draft PPP Model Options & Implementation Pathway Report	150 days	20%
7	Final Feasibility Study Report	180 days	20%

Attachment 3: Cost Proposal Template

The cost proposal must be all-inclusive of profit, fees or taxes. Additional costs cannot be included after award, and revisions to proposed costs may not be made after submission unless expressly requested by CI should the offerors proposal be accepted. Nevertheless, for the purpose of the proposal, Offerors must provide a detailed budget showing major expense line items. Offers must show unit prices, quantities, and total price. All items, services, etc. must be clearly labeled and included in the total price offered. All cost information must be expressed in IDR.

If selected, the Offeror shall use its best efforts to minimize the financing of any taxes on goods and services, or the importation, manufacture, procurement or supply thereof. If the Offeror is eligible to apply for refunds on taxes paid, the Offeror shall do so. Any tax savings should be reflected in the total cost.

Cost Breakdown by Deliverable

Deliverable	Price (Lump Sum, All Inclusive)
Inception report	
Phase 1 progress report	
Phase 2 progress report	
Phase 3 draft Guideline	
Final Guideline	

Cost Breakdown by Cost Component [\(example only\)](#)

Description	Unit of measure (day, month etc)	Total period of engagement	Unit cost/rate	Total Cost for the Period
Consultant 1				
Consultant 2				
Sub-total Personnel				
Travel Costs (if applicable)				
Other related Costs (please specify)				
Total Cost of Financial Proposal				