WORLD RESOURCES INSTITUTE

REQUEST FOR PROPOSALS:

EVALUATION OF GLOBAL FOREST WATCH

SUMMARY OF PROCUREMENT

WRI intends to award a Fixed Price type contract for a mid-term review (MTR) of the GEF-funded project "Upscaling Global Forest Watch in Caucasus Region." The overall objective of the project is to empower decision-makers in government and civil society with technology and information to help reduce deforestation, facilitate commitments to restoration and conserve forest biodiversity by developing innovative user-friendly tools that easily share information, provide on-the-fly analyses. The MTR will analyze whether the project is on-track, what problems or challenges the project is encountering, and what corrective actions are required. The MTR will also assess project performance to date (in terms of relevance, effectiveness and efficiency), and determine the likelihood of the project achieving its intended outcomes and supporting their sustainability.

Mid-Term Review findings and judgements will be based on sound evidence and analysis, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out. **All bidders and proposals must abide by the procurement rules laid out in Annex B.**

The proposal deadline is March 11, 2022. The Evaluation is expected to begin, at the latest, on May 1, 2022 and is expected to be completed, along with all deliverables, by August 31, 2022.

BACKGROUND

About the World Resources Institute

Founded in 1982, WRI is a global environmental think tank that goes beyond research to put ideas into action. We work with governments, companies, and civil society to build solutions to urgent environmental challenges. WRI's transformative ideas protect the earth and promote development because sustainability is essential to meeting human needs and fulfilling human aspirations in the future.

About Global Forest Watch

Global Forest Watch is an interactive, online forest monitoring and alert system that provides the most current, reliable and actionable information about what is happening in forests worldwide. Combining satellite technology, cloud computing and human networks, GFW creates radical transparency that can be leveraged to safeguard and maintain the world's forests.

GFW uses a variety of satellites to detect forest clearing annually for the entire planet, including weekly data for an increasing number of tropical countries and daily for forest fires around the

world. GFW also provides the latest information on land use allocation, such as logging and mining permits, and information about other forest values, such as carbon storage.

Since its launch in 2014, the GFW system has been used by more than 4 million people from every country in the world, ranging from law enforcement officers, journalists and advocacy groups to government ministries, community forest rangers and Fortune 500 businesses. GFW demonstrates how improved information can spur action, with the system being used by big agribusiness to take deforestation out of supply chains, indigenous peoples to secure their traditional lands, governments to tackle forest fires, and the media to break stories on illegal clearing.

About Upscaling Global Forest Watch in the Caucasus Region

This is a medium sized project started in September 2019 and is implemented in the three South Caucasus countries: Armenia, Azerbaijan, and Georgia. The project's implementing agency is the United Nations Environment Program, executing agency is the World Resources Institute, with executing partner Regional Environmental Centre for the Caucasus. In addition, the project partners include the Ministry of Nature Protection of the Republic of Armenia, the Ministry of Ecology and Natural Resources of Azerbaijan Republic, and the Ministry of Environmental Protection and Agriculture of Georgia. The full executing arrangements, project framework and budget are outlined in Annex A.

SCOPE OF WORK AND OUTPUTS/DELIVERABLES

Mid-Term Review findings and judgements will be based on sound evidence and analysis, clearly documented in the Review Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

As this Review is being undertaken at the mid-point of project implementation, particular attention will be given to identifying implementation challenges and risks to achieving the expected project objectives and sustainability, which will support potential course correction.

Possible questions to be considered include:

- Does the TOC properly reflect the project's intended change process?
- Is the stakeholder analysis still appropriate and adequate to support the project's ambitions?
- Are results statements in keeping with both UNEP and GEF definitions (e.g. outcomes are expressed as the uptake or use of outputs)
- Are roles and responsibilities commonly understood and playing out effectively?
- Is there an effective monitoring mechanism for the project's implementation (this is separate from, and supports, reporting in the annual PIR)?
- Is the rate of expenditure appropriate for the mid-point?
- Have plans for inclusivity (human rights, gender considerations, disability inclusion etc) been implemented as planned, or does more need to be done?
- Are safeguard identification and mitigation plans being monitored and steps taken to minimize negative effects?

- Is there an exit strategy in place and are the elements needed for the project's benefits to be sustained after the project end, being incorporated in the project implementation?
- (Where relevant) What changes were made to adapt to the effects of COVID-19 and how might any changes affect the project's performance?
- What changes to the scope or outcomes of the project are recommended to achieve the overall objectives?

A Mid-Term Review is a formative assessment, which requires that the consultants go beyond the assessment of "what" the project performance is and make a serious effort to provide a deeper understanding of "why" the performance is as it is. (i.e. what is contributing to the achievement of the project's results). This should provide the basis for the lessons that can be drawn from the project at the mid-point and the recommendations that support adaptive management for the remainder of the project.

Attribution, Contribution and Credible Association: In order to attribute any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the contribution made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A credible association between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

A key aim of the Mid-Term Review is to encourage reflection and learning by all project partners including UNEP, the WRI and key project stakeholders. The Review Consultant should consider how reflection and learning can be promoted, both through the review process and in the communication of review findings and key lessons. Clear and concise writing is required on all review deliverables. There may be several intended audiences, each with different interests and needs regarding the report. The project manager will plan with the Review Consultant which audiences to target and the easiest and most effective way to communicate the key review findings and lessons to them. This may include some or all of the following: a webinar, conference calls with relevant stakeholders, the preparation of a review brief or interactive presentation. Draft and final versions of the Main Review Report will be shared with key stakeholders and a copy of the final version will be submitted to the relevant project agencies.

The evaluation will seek to address the following questions:

- What evidence is available that the Project is improving the management of forests and supporting forest restoration?
- What evidence is present that the Project has capacitated country partners to apply GFW to land use decisions?

The consultant will be responsible for working to address the evaluation questions above in the appropriate parts of the report and provide a summary of the findings in the Conclusions section of the report:

- Under Monitoring and Reporting/Monitoring of Project Implementation: What is the performance at the project's mid-point against Core Indicator Targets?
- Under Factors Affecting Performance/Stakeholder Participation and Cooperation: What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program? (This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval)
- Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality: What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent)
- Under Factors Affecting Performance/Environmental and Social Safeguards: What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and any measures taken to address identified risks assessed.
- Under Factors Affecting Performance/Communication and Public Awareness: What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions. (This should be based on the documentation approved at CEO Endorsement/Approval)

More details on the evaluation can be found in Annex A, the Evaluation Terms of Reference.

The consultants are expected to take the lead on the evaluation activities, with the GFW staff in a support and coordination role. In particular, the consultants will be expected to be the sole party responsible for the data analysis and final report writing. All raw data, analyses, and materials used will be given to GFW staff at the end of the review.

TIMING

Please submit your initial proposal by March 11, 2022. Top candidates will be interviewed in April. The Evaluation is scheduled to begin on or before May 1, 2022

Evaluation Schedule:

Milestone	**Indicative Timeframe**
Inception Report	May 20, 2022

Telephone interviews, surveys etc.	June 1- July 1 2022
Powerpoint/presentation on preliminary findings and recommendations	June 15 2022
Draft Report to Task Manager	July 15 2022
Draft Report shared with the wider group of stakeholders	July 30 2022
Final Main Review Report	August 15 2022
Final Main Review Report shared with all respondents	August 31 2022

BUDGET

GFW will consider proposals up to USD $16,000, which will be paid in three installments.

1. First installment: delivery and approval by the GFW Team of inception report
2. Second installment: delivery and approval by the GFW Team of draft main evaluation report
3. Third installment: delivery and approval by the GFW Team of final main evaluation report

Please note that WRI is an IRS-registered 501(c)3, tax-exempt organization. WRI is not VAT exempt. All prices or quotes should include VAT and tax, as applicable.

GUIDELINES FOR PROPOSAL SUBMISSION

Requirements

The selected consultants are asked to demonstrate capacity through successful experience demonstrating the following:

- Expertise on the international forest policy and experience working on forest issues
- Expertise in the project region and language capacity
- Demonstrated experience in interview design and conduction
- Demonstrated experience in survey design and implementation
- Demonstrated experience in qualitative and quantitative data analysis
- Excellent communication skills (both written and verbal) and facilitation skills
- Ability to effectively conduct the work remotely

Preferred:

- Experience in conducting project evaluations
- Proficiency in Russian, Azerbaijani, Armenian and/or Georgian

Proposal Content:

Prospective consultants should submit the following:

1. Detailed methods, strategy and work plan on how to best conduct the surveys and interviews in order to address the evaluation questions. This document should be a maximum of 3 pages. Please reference the Evaluation Terms of Reference in Annex A when compiling this document.
2. CV/resume of the applicant(s)
3. Examples of and references for similar previous work
4. A proposed budget with a breakdown of costs sufficient to assess reasonableness. Please also include a competitive payment schedule associating amounts with work milestones.
5. Written confirmation that the consultant understands and meets all requirements laid out in Annex B.

Deadline for Proposal

All responses to this RFP must be received via email to the contact below by March 11, 2022 by 5 pm (EST-Washington, DC).

Katherine Shea
Senior Manager for Monitoring, Evaluation & Learning
Katherine.Shea@wri.org

Must Cc to:

Gabrielle Nussbaum
Project Manager for "Upscaling Global Forest Watch in the Caucasus Region"
gabrielle.nussbaum@wri.org

Must include in the subject: MTR proposal for "Upscaling Global Forest Watch in the Caucasus Region"

All proposals must be sent by March 11, 2022 by 5pm (EST-Washington, DC) in electronic format (PDF or Microsoft Word document) to the same contact listed above.

EVALUATION AND SELECTION

Evaluation Criteria

The following elements will be the primary considerations in evaluating all proposals submitted in response to this RFP:

- Completion of all required elements
- The extent to which the consultant's proposal fulfills WRI's stated requirements as set out in the RFP
- The robustness and appropriateness of the methodological approaches to the Evaluation
- Experience with similar projects, that engages project stakeholders
- Experience in the international forest policy sphere
- Overall cost of the consultant's proposal
- Debarment and sanctions – WRI will not consider proposals from consultants that are presently debarred by the U.S. government or named on any restricted parties lists;

- Sustainability – WRI values sustainability and all other factors being equal, will favor a proposal to more sustainably perform the work.

The bidder offering the best overall value will be selected. For this procurement, price and non-price aspects are considered to be of approximately equal importance.

Selection Process
No proposal development costs shall be charged to WRI, and all expenses are to be borne by the bidders. WRI may award to the bidder offering best value without discussions. However, WRI reserves the right to seek bidder clarifications and to negotiate with those bidders deemed to be within a competitive range.

WRI may, at its discretion and without explanation to the prospective consultants choose to discontinue this RFP without obligation to such prospective consultants or make multiple awards under this RFP. Contracts will not be awarded to consultants debarred by the US government or named on restricted parties lists.

ANNEX A – EVALUATION TERMS OF REFERENCE

TERMS OF REFERENCE
GLOBAL FOREST WATCH EVALUATION

1. BACKGROUND & PURPOSE

About "Upscaling Global Forest Watch in the Caucasus Region"

Outcome Level Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks
Project Objective: Empower decision-makers in government and civil society with technology and information to help reduce deforestation, facilitate commitments to restoration and conserve forest biodiversity by developing innovative user-friendly tools that easily share information, provide on-the-fly analyses				
Component 1: Catalyze better land-use decision making through access to reliable up-to-date information				
Outcome 1.1: Enable improved management of forests and conservation of biodiversity by providing information to support sustainable land-use management and support forest landscape restoration, planning and implementation in **Armenia**				
Number of documented decisions on land-use made that have been influenced by	0	Mid-term: Concept note on use cases	Interviews with stakeholders & use case tracking tool	Removing barriers to WRI developed tools use is within the scope of our work

the use of GFW tools and knowledge products Number of hectares identified for potential restoration opportunities using tool Number of good practices documented on the use of GFW tools to improve women's participation in decision making	0 0	validated by the stakeholders End of project: 2 Mid-term: Draft restoration opportunities map is ready for consultation with the stakeholders End of project: 260,000 Ha Miderm: 3 End of project: 5	WRI produced maps and analysis tools Use case tracking tool and policy documents	Better tools and information are what decision makers need for improved sustainable land-use planning and to implement forest landscape restoration
1.1.1 Stakeholder mapping and analysis, including identification and inventory of available forest, land use and biodiversity data in Armenia 1.1.2. Creation of an interactive forest and land use portal including development of ready-to-use analyses for better land use decisions and to more easily share information in Armenia 1.1.3 Restoration Opportunity Mapping that quantifies the area of opportunity in Armenia based on the best knowledge and science developed, tested and applied 1.1.4. Development of a draft policy instrument, including a feasibility plan of 1 priority landscape, necessary for forest restoration and land use planning				
Outcome 1.2: Enable improved management of forests and conservation of biodiversity by providing information to support sustainable land-use management and support forest landscape restoration, planning and implementation in **Azerbaijan**				
Number of documented decisions on land-use made that have	0	Mid-term: Concept note on use cases	Interviews with stakeholders & use case tracking tool	Removing barriers to WRI developed tools use is within the scope of our work

been influenced by the use of GFW tools and knowledge products documented Number of hectares identified for potential restoration opportunities using tool Number of good practices documented on the use of GFW tools to improve women's participation in decision making	0 Ha 0	validated by the stakeholders End of project: 2 Mid-term: Draft restoration opportunities map is ready for consultation with the stakeholders End if project: 71,000 Ha Miderm: 3 End of project: 5	WRI produced maps and analysis tools	Better tools and information are what decision makers need for improved sustainable land-use planning and to implement forest landscape restoration
1.2.1 Stakeholder and decision-making mapping and analysis, including identification and inventory of available forest and biodiversity data in Azerbaijan 1.2.2 Creation of an interactive forest portal including development of ready-to-use analyses to improve and more easily share forest information in Azerbaijan 1.2.3 Restoration opportunity map that quantifies the area of opportunity in Azerbaijan based on the best knowledge and science developed, tested, and applied 1.2.4 Development of a draft policy instrument, including a feasibility plan of 1 priority landscape, necessary for forest restoration planning				
Outcome 1.3: Enable improved forest landscape restoration, planning and implementation in **Georgia**				
Number of hectares identified for potential restoration opportunities using tool	0 Ha	Mid-term: Draft restoration opportunities map is ready for consultation with the stakeholders	WRI produced maps and analysis tools	Removing barriers to WRI developed tools use is within the scope of our work Better tools and information are what

		End of project: 10,000 Ha		decision makers need for improved implementation of forest landscape restoration
Output 1.3.1: A Restoration Opportunity Mapping that quantifies the area of opportunity in Georgia based on the best knowledge and science developed, tested and applied in Georgia				
Component 2: Increased capacity of key actors and institutions to apply up-to-date information to land-use decisions				
Outcome 2.1: Stakeholders in Armenia capacitated to apply GFW to land use decisions by participation in exchanges and training programs				
Number of use cases of land use decisions and insights through the use of the tools	0	Mid-term: 3 End of project: 10	WRI produced maps and analysis tools	Identification of incentives to encourage wide participation in and contribution to the GFW platform.
Output 2.1.1: Creation of multi-sectoral working groups to drive the direction of the project in Armenia Output 2.1.2: Training and outreach on use of the portal and restoration opportunities map for government, NGOs, academia, and other civil society organization in Armenia				
Outcome 2.2: Stakeholders in Azerbaijan capacitated to apply GFW to land use decisions by participation in exchanges and training programs				
Number of use cases of land use decisions and insights through the use of the tools	0	Mid-term: 3 End of project: 10	WRI produced maps and analysis tools	Identification of incentives to encourage wide participation in and contribution to the GFW platform.
Output 2.2.1: Creation of multi-sectoral working groups to drive the direction of the project in Azerbaijan Output 2.2.2: Training and outreach on use of the portal and restoration opportunities map for government, NGOs, academia, and other civil society organization in Azerbaijan				
Outcome 2.3: Stakeholders in Georgia capacitated to apply GFW to land use decisions by participation in exchanges and training programs				
Number of use cases of land use decisions and insights through the use of the tools	0	Mid-term: 3 End of project: 10	WRI produced maps and analysis tools	Identification of incentives to encourage wide participation in and contribution to the GFW platform.
Output 2.3.1: Creation of multi-sectoral working groups to drive the direction of the project in Georgia				

Output 2.3.2: Training and outreach on use of restoration opportunities map for government, NGOs, academia, and other civil society organization in Georgia

Executing Arrangements

UN Environment will act as the GEF Implementing Agency. The World Resources Institute (WRI) will act as the Executing Agency for the overall project in collaboration with the REC Caucasus, the Ministry of Nature Protection of the Republic of Armenia, the Ministry of Ecology and Natural Resources of Azerbaijan Republic, the Ministry of Environment Protection and Agriculture of Georgia. Implementation arrangements in Armenia, Azerbaijan and Georgia were identified during the national consultation of the Project Preparation Grant phase. National Coordinators, supported by technical experts of the Ministries and guided by the National Steering Committees, in each country will ensure project delivery in coordination with other relevant projects in their countries. Every six months and prior to the annual overall project steering committee meeting, national-level project steering committees will meet and prepare annual reports and forward workplans. National-level project steering committees will be chaired by the respective Ministry Partners. The Executing Agency will conclude sub-grants with the executing partners. Sub-grant agreements will be based on, and incorporate, the national budgets (see Annex H-1), which already define spending allocations under each of these subgrants.

With UN Environment serving as the project's Implementing Agency and on the Project Steering Committee, UN Environment will be in a position to ensure that appropriate linkages and coordination are maintained with relevant programs of the GEF as well as other UN agencies, the UN Environment Finance Initiative, the UN REDD Program, and with global environmental conventions such as UNFCCC, CBD and UNCCD. The project is fully in line with the UN Environment role of catalyzing the development of scientific and technical analysis and advancing environmental management in GEF-financed activities. The Project objective is aligned with UN Environment's Program of Work and will contribute to Environmental Governance Subprogramme's expected accomplishment (b) 'Institutional capacities and policy and/or legal frameworks enhanced to achieve internationally agreed environmental goals, including the 2030 Agenda for Sustainable Development and the Sustainable Development Goals'. UN Environment provides guidance on relating the GEF financed activities to global, regional and national environmental assessments, policy frameworks and plans, and to international environmental agreements. More specifically, the project lies within the following areas recognized by GEF as areas where UN Environment has a comparative advantage:

- Sound science for national, regional and global decision-makers, notably by strengthening science-to-policy linkages and by strengthening environmental monitoring and assessment;
- Technical assistance and capacity building at the country level, notably by strengthening technology assessment, by demonstration and through innovation, and

also by directly developing capacity;
- Knowledge management, including through awareness-raising and advocacy.

The roles of the Executing agency and the Implementing agency are further clarified in Annex J Project Implementation Arrangements.

Project management and technical support

WRI will assign a project manager and part-time technical experts at its headquarters, who will be responsible for overall project management on behalf of the executing agency and provide technical support. For this purpose, they will maintain close contact with the respective national coordinators and staff in each country.

With support from WRI, the executing partners in each country will identify and recruit national coordinators and technical experts for each country. The national coordinators will support execution of outputs and activities outlined in the project document, whereas technical experts will lead implementation of key technical components of the work, including data platform development.

Steering Committees

The project will build on the existing and effective coordination mechanisms established as part of the GFW partnership, which is convened and managed by WRI. Annual GFW Partnership meetings will be attended by a representative of each of the countries, as well as a UN Environment representative (UN Environment is also a GFW Partner). Country representatives will be asked to provide brief reports to the Partners' meeting on country-level progress, lessons learned, etc.

The project steering committee will be comprised of representatives of the executing agency and all executing partners, the GEF Implementing Agency (UN Environment), and select technical experts from agencies not directly connected with the project. The project steering committee will focus on issues associated with the project under the logical framework and will provide advice and oversight on the project's progress towards meeting its expected outcomes and outputs.

UN Environment will contribute to ensuring that appropriate linkages and coordination is maintained with relevant programs of all other relevant UN agencies, such as the UN REDD programs, the UN Finance Initiative, the UNDP-UN Environment Poverty and Environment Initiative, as well as with global environmental conventions and particularly with CBD, UNFCCC, UNCCD, and IPBES. UN Environment and WRI have a long and successful history of productive partnership.

Country level

Prior to the above annual overall project steering committee meeting, national-level project steering committees will have met and prepared annual reports and forward workplans. National-level project steering committees will be chaired by the respective Government partner in each country. WRI will also act as a member of the national project steering committees.

Other committees

As described under project output 2.1.1, output 2.2.1, and output 2.3.1, national multi-sectoral technical working groups will be established to ensure operational transparency and effective management, especially regarding the latest remote sensing information, needed data, and long-term sustainability of the project. The technical working groups will hold quarterly meetings and will include experts in various relevant fields as well as champions of the project. The technical working groups will address specific technical challenges related to data and will be involved in the development of any new key datasets created for the project. The technical working groups will be encouraged to communicate regularly regarding known uncertainty levels and limitations related to specific data used within the scope of the project. Finally, various workshops will convene relevant stakeholders to address questions and concerns about specific datasets and associated methodologies, including data scientists, forestry practitioners, and media.

Internal structure

UNEP will act as the GEF Implementing Agency. The World Resources Institute (WRI) will act as the Executing Agency for the overall project, with all associated responsibilities to provide overall management and oversight of the Project from its headquarters in Washington, DC. After the endorsement of the GEF CEO to UNEP and before project start, an executing agency agreement will be signed between the UNEP and WRI. This project targets the core of WRI's mission, to move human society to live in ways that protect Earth's environment and its capacity to provide for the needs and aspirations of current and future generations. The project also targets one of WRI's seven challenges that must be addressed to reduce poverty, grow economies and protect natural systems: alleviate poverty, enhance food security, conserve biodiversity, and mitigate climate change by reducing forest loss and restoring productivity to degraded, deforested lands.

The World Resources Institute will act as executing agency for the overall project, with all associated responsibilities. Following the conclusion of its executing agency agreement with UNEP, WRI will conclude sub-grants with the executing partners in each pilot country. These are the Ministry of Nature Protection of the Republic of Armenia, the Ministry of Ecology and Natural Resources of Azerbaijan, and the Ministry of Environmental Protection and Agriculture of Georgia and Regional Environmental Centre for the Caucasus (RECC). Sub-grant

agreements will be based on, and incorporate, the national budgets (see Appendix F-1), which already define spending allocations under each of these subgrants.

Along with WRI, executing partners in each country will be directly responsible for execution of outputs and activities outlined in the project document. WRI will also be responsible for technical support and oversight of national work (see project management below for related arrangements).

Project management and technical support

WRI will assign a project manager and part-time technical experts at its headquarters, who will be responsible for overall project management on behalf of the executing agency and provide technical support. For this purpose, they will maintain close contact with the respective national coordinators and staff in each country.

With support from WRI, the executing partners in each country will identify and recruit national coordinators and technical experts for each country. The national coordinators will support execution of outputs and activities outlined in the project document, whereas technical experts will lead implementation of key technical components of the work, including data platform development.

The Oversight Mechanism

The main oversight body for the project is its Steering Committee, comprised of the Implementing Agency, the Executing Agency, the beneficiaries (the Ministry of Nature Protection of the Republic of Armenia, the Ministry of Ecology and Natural Resources of Azerbaijan Republic, the Ministry of Environment Protection and Agriculture of Georgia) and representatives of all main partners and stakeholder groups. Further monitoring and evaluation procedures of the project, including regular reporting duties, are detailed in Annex J. The Executing Agency can undertake field visits at any stage and is tasked to support the mid-term review and terminal evaluation and audit of the project.

Steering Committees

Regional

The project will build on the existing and effective coordination mechanisms established as part of the GFW partnership, which is convened and managed by WRI. Annual GFW Partnership meetings will be attended by a representative of each of the countries, as well as a UNEP representative (UNEP is also a GFW Partner). Country representatives will be asked to provide brief reports to the Partners' meeting on country-level progress, lessons learned, etc.

The project steering committee will be comprised of representatives of the executing agency and all executing partners, the GEF Implementing Agency (UNEP), and select technical experts from agencies not directly connected with the project. The project steering committee will

focus on issues associated with the project under the logical framework and will provide advice and oversight on the project's progress towards meeting its expected outcomes and outputs.

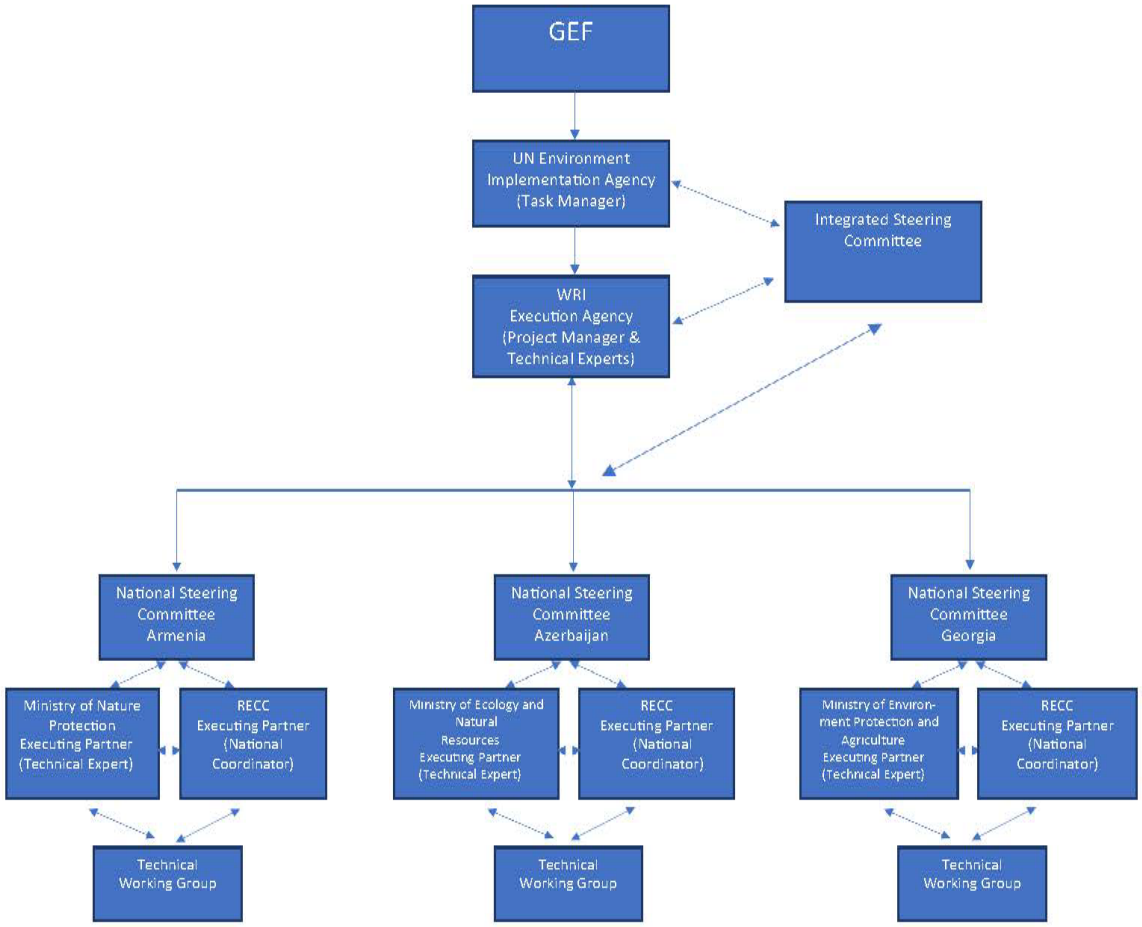
UNEP will contribute to ensuring that appropriate linkages and coordination is maintained with relevant programs of all other relevant UN agencies, such as the UN REDD programs, the UN Finance Initiative, the UNDP-UNEP Poverty and Environment Initiative, as well as with global environmental conventions and particularly with CBD, UNFCCC, UNCCD, and IPBES. UNEP and WRI have a long and successful history of productive partnership.

Country level

Every six months and prior to the above annual overall project steering committee meeting, national-level project steering committees will have met and prepared annual reports and forward workplans. National-level project steering committees will be chaired by the respective executing partner in each country. Representatives of UNEP and WRI will also act as members of the national project steering committees.

Other committees

As described under project output 2.1.1, output 2.2.1, and output 2.3.1, national multi-sectoral technical working groups will be established to ensure operational transparency and effective management, especially in regards to the latest remote sensing information, needed data, and long-term sustainability of the project. The technical working groups will hold quarterly meetings and will include experts in various relevant fields as well as champions of the project. The technical working groups will address specific technical challenges related to data and will be involved in the development of any new key datasets created for the project. The technical working groups will be encouraged to communicate regularly regarding known uncertainty levels and limitations related to specific data used within the scope of the project. Finally, various workshops will convene relevant stakeholders to address questions and concerns about specific datasets and associated methodologies, including data scientists, forestry practitioners, and media.



Project Cost and Financing

	Project Preparation a	Project b	Total c = a + b	Agency Fee	For comparison: GEF and Co-financing at PIF
GEF financing		972,604	972,604	92,396	972,604
Co-financing	0	4,460,000	4,460,000	-	4,460,000
Total	0	5,432,604	5,432,604	92,396	5,432,604

Project Components	GEF Financing*		Co-financing*		Total ($)
	($) a	%	($) b	%	c=a+ b

Component 1	608,680		1,902,100		2,510,780
Component 2	225,509		2,317,600		2,543,109
Component 3 – Project Management Costs	88,415		240,300		328,715
Component 4 –Monitoring & Evaluation	50,000		0		50,000
Total Project Costs	972,604		4,460,000		5,432,604

Co-financing (USD)	**Amount**	**%**
World Resources Institute	2,000,000	44.84
REC Caucasus	300,000	6.73
Cash	***2,300,000***	***51.57***
Ministry of Nature Protection of the Republic of Armenia	1,000,000	22.42
Ministry of Ecology and Natural Resources of Azerbaijan Republic	1,000,000	22.42
Ministry of Environment Protection and Agriculture of Georgia	160,000	3.59
In-kind	***2,160,000***	***48.43***
Total	**4,460,000**	**100.00**

2. OVERVIEW OF THE EVALUATION

. All evaluation criteria will be rated on a six-point scale. Sections A-G below, outline the scope of the criteria and a link to a table for recording the ratings is provided in Annex 1. A weightings table will be provided in excel format (see notes in Annex 1) to support the determination of an overall project rating.

A. Strategic relevance: The Review will assess the extent to which the activity is suited to the priorities and policies of the target group, recipient and donor. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made.
    a. *Alignment to donor/partner strategic priorities*: Donor strategic priorities will vary across interventions. The Review will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor

priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

b. *Relevance to global, regional, sub-regional, and national environmental priorities*: The Review will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no-one behind.
c. *Complementarity with existing interventions/coherence*: An assessment will be made of how well the project, either at design stage or during the project inception or mobilization, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP -programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Review will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include work within UNDAFs or One UN programming.

B. Effectiveness: The Review will assess effectiveness across three dimensions: delivery of outputs, achievement of project outcomes and, where appropriate and feasible, likelihood of impact. At the mid-point more emphasis is placed on performance at the output and outcome levels, but observations about likelihood of impact may be helpful for course correction or adjusting the emphasis of the project's efforts
    a. *Availability of Outputs*: The achievement of project outcomes is assessed as performance against the project outcomes defined in the Project Results Framework. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary.
    b. *Likelihood of Impact:* Based on the articulation of longer-term effects as defined in the project objective or stated intentions, the Review will, where possible, assess the likelihood of the intended, positive impacts becoming a reality. The Review will also consider the likelihood that the intervention may lead, or contribute, to unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionally affected by the project?). The Review will consider the extent to which the project is playing a catalytic role or is promoting longer-term scaling up and/or replication.

C. Financial Management: Under financial management the Mid-Term Review will assess whether the rate of spend is consistent with the project's length of implementation to-date, the agreed workplan and the delivery of outputs and whether financial reporting and/or auditing requirements are being met consistently and to adequate standards by all parties. This includes an assessment of whether UNEP's financial management policies and the GEF's fiduciary standards are being met. Any financial management

issues that are affecting the timely delivery of the project or the quality of its performance will be highlighted.

D. Efficiency: The Review will assess the cost-effectiveness and timeliness of project execution. Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently. The Review will describe any cost or time-saving measures put in place to maximize results within the secured budget and agreed project timeframe and consider whether the project is being implemented in the most efficient way compared to alternative interventions or approaches. The Review will also assess ways in which potential project extensions can be avoided through stronger project management.

E. Monitoring and Reporting: The Review will assess monitoring and reporting across two sub-categories: monitoring of project implementation, and project reporting.
    a. *Monitoring of project implementation*: Each project should be supported by a sound monitoring plan that is designed to track progress against SMART results towards the achievement of the project's outputs and outcomes, including at a level disaggregated by gender, marginalization or vulnerability, including those living with disabilities. The Review will assess the use and quality of the monitoring plan. In particular, the evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. The Review will assess whether the monitoring system is operational and facilitates the timely tracking of results and progress towards project milestones and targets throughout the project implementation period. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Review should confirm that funds allocated for monitoring are being used to support this activity.
    b. *Project reporting*: Projects funded by GEF have requirements with regard to verifying documentation and reporting (i.e. the Project Implementation Reviews, Tracking Tool and CEO Endorsement template), which will be made available by the Task Manager. The Review will assess the extent to which both UNEP and GEF reporting commitments have been fulfilled. Where corrective action is indicated in the annual Project Implementation Review reports (e.g. as an identified risk), the Review Consultant will record whether this action has been taken.

F. Sustainability: Sustainability is understood as the probability of the benefits associated with the project outcomes being maintained and developed after the close of the intervention. The Review will identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of benefits at the outcome level. Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be

included. The Review will ascertain that the project has put in place an appropriate exit strategy and measures to mitigate risks to sustainability. The Review Consultant will consider: a) the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards, b) the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained and c) the extent to which the sustainability of project outcomes is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure.

Factors Affecting Project Performance and Cross-Cutting Issues

Where the issues have not been addressed under other evaluation criteria, the consultant(s) will provide summary sections under the following headings):

A. Preparation and readiness: This criterion's focus is the inception or mobilization stage of the project. The Review will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilization. In particular the Review will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements.
B. Quality of Project Implementation and Execution: Specifically, for GEF funded projects, this factor refers separately to the performance of the Executing Agency and the technical backstopping and supervision provided by UNEP, as the Implementing Agency. The Review will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive project management should be highlighted.
C. Stakeholder Participation and Cooperation: Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating external agents. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximize collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups, should be considered. The progress, challenges and outcomes regarding engagement of stakeholders in the project/program should be reviewed. This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval.
D. Responsiveness to Human Rights and Gender Equity: The Review will ascertain to what extent the project has applied the UN Common Understanding on the human

rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People. The report should present the extent to which the intervention, following an adequate gender analysis at design stage, has implemented the identified actions and/or applied adaptive management to ensure that Gender Equity and Human Rights are adequately taken into account. In particular, the Review will consider to what extent to which project design, the implementation that underpins effectiveness and monitoring have taken into consideration: (i) possible gender inequalities in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; (iii) the role of women in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation. The progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas should be reviewed. This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent.

E. Environmental and Social Safeguards: environmental and social safeguards are the process of environmental and social screening, risk assessment and management (avoidance or mitigation) of potential environmental and social risks and impacts associated with project and program activities. The evaluation will confirm whether requirements were met to: screen proposed projects for any safeguarding issues; conduct sound environmental and social risk assessments; identify and avoid, or where avoidance is not possible, mitigate, environmental, social and economic risks; apply appropriate environmental and social measures to minimize any potential risks and harm to intended beneficiaries and report on the implementation of safeguard management measures taken. The evaluation will also consider the extent to which the management of the project is minimizing its environmental footprint. The Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and any measures taken to address identified risks assessed.
F. Country Ownership and Drive: The Review will assess the quality and degree of engagement of government / public sector agencies in the project. The Review will consider the involvement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices. This factor is concerned with the level of ownership generated by the project over outputs and outcomes and that is necessary for long term impact to be realized. Ownership should extend to all gender and marginalized groups.
G. Communication and Public Awareness: The Review will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behavior among wider communities and civil society at large. The Review should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gender or marginalized groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Review will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate. The progress, challenges and outcomes

regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Guidance on the Structure and Contents of the Main Mid Term Review Report

Preliminaries	*Title page* – Name and ID number of the evaluated project, type of evaluation (mid-term review), month/year evaluation report completed, appropriate logo(s). Include an appropriate cover page image. *Disclaimer text- 'This report has been prepared by an independent Review Consultant and the findings and conclusions expressed herein do not necessarily reflect the views of WRI or its staff.'* *Acknowledgements* – This is a maximum of two paragraphs. *Short biography of the consultant(s)* – giving relevant detail of experience and qualifications that make the consultant a suitable candidate for having undertaken the work. **(Max 1 paragraph)** *Contents page* – including chapters, tables and annexes *Abbreviations table* – only use abbreviations for an item that occurs more than 3 times within the report. Introduce each abbreviation where it appears first in the report and ensure it is in the abbreviations table. Where an abbreviation has not been used recently in the text, provide its full version again. The Executive Summary should be written with no abbreviations. *Paragraph numbering* – All paragraphs should be numbered, starting from the Executive Summary *Header/footer* – Name of evaluated project, type of evaluation and month/year evaluation report completed. Page numbers, header and footer do not appear on the title page
Project Identification Table	An updated version of the Project Identification Table
Executive Summary *(Kindly avoid all abbreviations in the Executive Summary)* *Start numbering paragraphs from the Executive Summary.*	The Executive Summary should be able to stand alone as an accurate summary of the main review product. It should include a concise overview of the review object; clear summary of the review objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions) and selected lessons learned and recommendations. **(Max 4 pages)**
I. Project Overview *(describe the Evaluand)*	

	Provide an overview of the project, covering, *inter alia*: • its institutional context (where managed from etc) • **implementation structure (with diagram)** • the problem/issue the project aims to address • project parameters for the review (start and end date; geographic reach; total budget etc) • **project results framework** - Theory of Change diagram to be included under Review findings below *(justify any revisions to the formulation of results statements to conform to international standards)* • description of targeted groups/stakeholders and their relationship with the project **(including, stakeholder analysis diagram)** • any major and agreed changes to the project (e.g. formal revisions, additional funding etc) • any external challenges faced by the project (eg conflict, natural disaster, political upheaval etc • financial tables ((a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing **(Max 3 pages)**
II. Review Methods	This section is the foundation for the review's credibility, which underpins the validity of all its findings. The section should include: a description of review methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder engagement and consultation, including different gender groups; details of how data were verified (e.g. triangulation, review by stakeholders etc). The methods used to analyse data (e.g. scoring; coding; thematic analysis etc) should be described. It should also address limitations to the review such as: low or imbalanced response rates across different groups; extent to which findings can be either generalised to wider review questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome. Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. **(Max 2 pages)**
III. Review Findings	
*****Refer to the TOR for descriptions of the nature and scope of each criterion*****	This chapter is organized according to the evaluation criteria presented in the TORs and reflected in the evaluation ratings table. The Review Findings section provides a summative analysis of all triangulated data relevant to the parameters of the criteria. Review findings should be objective, relate to the review objectives/questions, be easily identifiable and clearly stated and supported by

	sufficient evidence. This is the main substantive section of the report and incorporates indicative evidence[1] as appropriate. "Factors Affecting Performance" should be discussed as appropriate in each of the evaluation criteria as cross-cutting issues. Ratings are provided at the end of the assessment of each evaluation criterion and the complete ratings table is included under the conclusions section, below. <u>Evaluation Criteria:</u> A. Strategic Relevance B. Effectiveness (includes availability of outputs, achievement of project outcomes and likelihood of impact within the context of the Theory of Change - ***include TOC diagram***) C. Financial Management D. Efficiency E. Monitoring and Reporting F. Sustainability **(Max 15 pages)**
Factors Affecting Performance	These factors are not discussed in stand-alone sections but are **integrated in criteria as appropriate**. A rating is given for each of these factors.
IV. Conclusions and Recommendations	
A. Conclusions	This section should summarize the main conclusions of the review following a logical sequence from cause to effect. The conclusions should highlight the main strengths and weaknesses of the project, preferably starting with the positive achievements and a short explanation of how these were achieved, and then moving to the less successful aspects of the project and explanations as to why they occurred. Answers to the key strategic evaluation questions, **including an answer to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal,** should be provided. All conclusions should be supported with evidence that has been presented in the evaluation report and can be cross-referenced to the main text using paragraph numbering. The conclusions section should end with the overall assessment of the project, followed by the ratings table. Conclusion section should have a table summarizing the findings of the following questions: a) What is the performance at the project's mid-point against Core Indicator Targets?

[1] This may include brief quotations, anecdotal experiences, project events or descriptive statistics from surveys etc. The anonymity of all respondents should be protected.

	b) What has been the progress, challenges and outcomes regarding engagement of stakeholders in the project/program? c) What has been the progress, challenges and outcomes regarding gender-responsive measures and any intermediate gender result areas? d) What has been the experience at the project's mid-point against the Safeguards Plan submitted at CEO Approval? e) What has been the progress, challenges and outcomes regarding the implementation of the project's Knowledge Management Approach, including: Knowledge and Learning Deliverables The conclusions section should not be a repeat of the Executive Summary but focuses on the main findings in a compelling story line that provides both evidence and explanations of the project's results and impact. **(Max 2 pages)**
B. Lessons Learned	Lessons learned should be anchored in the conclusions of the review, with cross-referencing to appropriate paragraphs in the review report where possible. Lessons learned are rooted in real project experiences, i.e. based on good practices and successes which could be replicated in similar contexts. Alternatively, they can be derived from problems encountered and mistakes made which should be avoided in the future. Lessons learned must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful. Specific lessons on how human rights and gender equity issues have been successfully integrated into project delivery and/or how they could have could have been taken into consideration, should be highlighted.
C. Recommendations	All recommendations should be anchored in the conclusions of the report, with paragraph cross-referencing where possible. Recommendations are proposals for specific actions to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results. They should be feasible to implement within the timeframe and resources available (including local capacities), specific in terms of who would do what and when, and set a measurable performance target in order that the project team/Head of Branch/Unit can monitor and assess compliance with the recommendations. It is suggested that a succinct and actionable recommendation is stated first and is followed by a summary of the finding which supports it. In some cases, it might be useful to propose options, and briefly analyse the pros and cons of each option. Specific recommendations on actions that could be taken within the available time and resources to ensure the delivery of results relevant to human rights and gender equity should be highlighted. In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should be formulated to

	say that WRI project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.
Annexes	These may include additional material deemed relevant by the Review Consultant but must include: 1. Response to stakeholder comments received but not (fully) accepted by the Review Consultant, where appropriate. 2. List of respondents 3. List of documents consulted 3. Review itinerary, containing the names of locations visited and the names (or functions) and of people met/interviewed. *(A list of names and contact details of all respondents should be given to the Project Manager for dissemination of the report to stakeholders but contact details should not appear in the report).* 4.Summary of co-finance information and a statement of project expenditure by activity or component 5. Any communication and outreach tools used to disseminate results (e.g. power point presentations, charts, graphs, videos, case studies, etc.) 6. Any documents provided to implement the Safeguards Plan 7. Brief CVs of the consultants 8. Mid Term Review TORs (without annexes).

3. APPROACH

The Mid-Term Review will use a participatory approach whereby key stakeholders are kept informed and consulted throughout the review process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the Review Consultant maintains close communication with the project team and promotes information exchange throughout the review implementation phase in order to increase their (and other stakeholder) ownership of the review findings.

Where applicable, the Review Consultant should provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Review will be based on the following:

A. A desk review of:

- Relevant background documentation, inter alia: [add items]
- Project Document and Appendices
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Evaluations/Reviews of similar projects.

B. Interviews (individual or in group) with:
   - UNEP Task Manager (TM) and UNEP Ecosystems Subprogram Coordinator;
   - Project Manager (PM) and country team members;
   - UNEP Fund Management Officer (FMO);
   - Representatives from civil society and specialists..

C. Field visits: No field visits planned

D. Other data collection tools: If needed, to be decided by the Review Consultant at the inception phase

Evaluation Deliverables

The Review Consultant will prepare:

- **Inception Report**: (see Annex 3 for guidance on structure and content) containing confirmation of the results framework and Theory of Change of the project, project stakeholder analysis, review framework and a tentative review schedule.
- **Preliminary Findings Note**: typically, in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings.
- **Draft and Final Review Reports**: containing an Executive Summary that can act as a stand-alone document; detailed analysis of the review findings organized by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

Review of the draft review report. The Review Consultant will submit a draft report to the Task Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Task Manager will share the cleared draft report with key project stakeholders for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in

any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Task Manager for consolidation. The Task Manager will provide all comments to the Review Consultant for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

At the end of the review process and based on the findings in the Review Report, the Task Manager will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals, and circulate **Lessons Learned.**

All evaluation materials including but not limited to, interview transcripts, survey responses, and data analyses should also be submitted to the GFW team at the close of the evaluation.

ANNEX B – PROCUREMENT RULES

1. Tenderers must provide information on their legal form and ownership structure. If the tenderer is an individual and not an organization, then this information is not required.

2. Offers will be rejected if any illegal or corrupt practices have taken place in connection with this Request for Proposals.

3. Contracts shall not be awarded to tenderers which, during the procurement procedure:
   a) are subject to a conflict of interests;
   b) are guilty of misrepresentation in supplying the information herein required as a condition of participation in the tender procedure, or fail to supply this information.

4. Tenderers shall confirm in writing that they are not in any of the situations listed below:
   a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations. However, tenderers in this situation may be eligible to participate insofar as WRI would be able to purchase supplies on particularly advantageous terms from either a supplier which is definitively winding up its business activities, or the receivers or liquidators of a bankruptcy, through an arrangement with creditors, or through a similar procedure under national law;
   b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a final judgment;
   c) they have been guilty of grave professional misconduct;
   d) they have not fulfilled obligations relating to the payment of social security contributions or taxes in accordance with the legal provisions of the country in which they are established, or with those of the country of WRI or those of the country where the contract is to be performed;
   e) they or persons having powers of representation, decision-making or control over them have been convicted for fraud, corruption, involvement in a criminal organisation or money laundering by a final judgment;

f) they make use of child labour or forced labour and/or practise discrimination, and/or do not respect the right to freedom of association and the right to organise and engage in collective bargaining pursuant to the core conventions of the International Labour Organization (ILO).