



REQUEST FOR PROPOSAL (RFP)

<u>Project No.:</u> 00097946 and 00098209 <u>Project Name:</u> Adaptive Management and Learning – a child project of the Commodities Integrated Approach Pilot Program, and Production – a child project of the Commodities Integrated Approach Pilot (GEF-CIAP).	<u>Date:</u> March 14, 2019
	<u>Reference:</u> 15486 RSC 2019

Dear Sir / Madam:

We kindly request you to submit a Proposal for a UNDP-GEF Midterm Review (MTR).

Please be guided by the form attached hereto as Annex 2, in preparing your Proposal.

Proposals may be submitted under **Ref: 15486 RSC 2019 – UNDP-GEF Midterm Review (MTR)** no later than April 4, 2019 at 15:00 (UTC/GMT-5), time of the Republic of Panama.

United Nations Development Programme
Procurement Unit
Email: adquisiciones.rclac@undp.org

Your Proposal must be expressed in English, and valid for a minimum period of 90 days.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation. If you are submitting your Proposal by email, kindly ensure that they are signed and in .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this RFP shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/business/protest-and-sanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link: http://www.un.org/depts/ptd/pdf/conduct_english.pdf

Thank you and we look forward to receiving your Proposal.

Sincerely,

UNDP Procurement Unit

DESCRIPTION OF REQUIREMENTS

Context of the Requirement	To contract a company or firm to conduct a midterm review for two projects according to their objectives and results, but with an understanding of the broader GGP context.
Project	Projects: 00097946 and 00098209 Project Name: Adaptive Management and Learning – a child project of the Commodities Integrated Approach Pilot Program, and Production – a child project of the Commodities Integrated Approach Pilot (GEF-CIAP).
Brief Description of the Required Services	The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary realistic changes to be made in order to set the project on-track to achieve its intended results.
List and Description of Expected Outputs to be Delivered	<p>Deliverable 1 – Production MTR Inception Report: MTR team clarifies objectives and methods of Midterm Review;</p> <p>Deliverable 2 – A&L MTR Inception Report: MTR team clarifies objectives and methods of Midterm Review;</p> <p>Deliverable 3 – A&L Draft Final Report: Full report (using guidelines on content outlined in Annex B) with annexes;</p> <p>Deliverable 4 – A&L Final Report: Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report;</p> <p>Deliverable 5 – Production Presentation: Initial Findings;</p> <p>Deliverable 6 – Production Draft Final Report: Full report (using guidelines on content outlined in Annex B) with annexes;</p> <p>Deliverable 7 – Production Final Report: Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report.</p>
Person to Supervise the Work/Performance of the Service Provider	GGP Global Project Manager

Frequency of Reporting	As described in TORs (Annex 4)
Progress Reporting Requirements	As described in TORs (Annex 4)
Location of work	Home-based with mission travel
Expected duration of work	80 working days within a 7-month period
Target start date	May 20, 2019
Latest completion date	October 31, 2019
Expected Travels	To be determined
Special Security Requirements	The Contractor shall remain solely responsible for the security of its personnel.
Facilities to be Provided by UNDP	N/A
Implementation Schedule indicating breakdown and timing of activities/sub-activities	Required
Name and curriculum vitae of individuals who will be involved in completing the services	Required
Currency of Proposal	United States Dollars (USD)
Value Added Tax on Price Proposal	Not to be included
Validity Period of Proposals	90 days In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The

	Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.																								
Partial Quotes	Not permitted																								
Payment Terms	<table><tr><th>#</th><th>DELIVERABLE</th><th>PERCENTAGE OF PAYMENT</th></tr><tr><td>1</td><td>Production MTR Inception Report</td><td>5%</td></tr><tr><td>2</td><td>A&L MTR Inception Report</td><td>5%</td></tr><tr><td>3</td><td>A&L Draft Final Report</td><td>15%</td></tr><tr><td>4</td><td>A&L Final Report</td><td>15%</td></tr><tr><td>6</td><td>Production Draft Final Report</td><td>30%</td></tr><tr><td>7</td><td>Production Final Report</td><td>30%</td></tr><tr><td></td><td>TOTAL</td><td>100%</td></tr></table>	#	DELIVERABLE	PERCENTAGE OF PAYMENT	1	Production MTR Inception Report	5%	2	A&L MTR Inception Report	5%	3	A&L Draft Final Report	15%	4	A&L Final Report	15%	6	Production Draft Final Report	30%	7	Production Final Report	30%		TOTAL	100%
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Person(s) to review /inspect /approve outputs/completed services and authorize the disbursement of payment	Deliverables will be reviewed by GGP Global Project Manager.																								
Type of Contract to be Signed	Contract for Goods and /or Services																								
Criteria for Contract Award	<p>Highest combined score (based on the 70% technical offer and 30% price weight distribution).</p> <p>Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criteria and cannot be deleted regardless of the nature of services required. Non acceptance of the GTC may be grounds for the rejection of the Proposal.</p>																								
Criteria for the Assessment of Proposal	<ul style="list-style-type: none">Technical Proposal (70%) Firm /Company Experience (200 points); Technical Proposal (240 points); Key Personnel (260 points).Financial Proposal (30%) To be computed as a ratio of the Proposal’s offer to the lowest price among the proposals received by UNDP.																								

UNDP will award the contract to	One and only one service provider
Annexes to this RFP	<ul style="list-style-type: none"> • Description of Requirements (Annex 1) • Form for Submission of Proposal (Annex 2) • General Terms and Conditions /Special Conditions (Annex 3) • Detailed TOR (Annex 4) • Evaluation Matrix (Annex 5)
Contact Person for Inquiries (Written inquiries only)	<p>UNITED NATIONS DEVELOPMENT PROGRAMME PROCUREMENT UNIT</p> <p>adquisiciones.rclac@undp.org</p> <p>Any delay in UNDP's response shall be not used as a reason for extending the deadline for submission, unless UNDP determines that such an extension is necessary and communicates a new deadline to the Proposers.</p>
Other Information Instructions to send proposals	<ul style="list-style-type: none"> • Official address to send a proposal: adquisiciones.rclac@undp.org • Documents must be out of virus or damaged folders • PDF Format • Size of the documents: Max. 4MB for each mail
Required Documents that must be Submitted to Establish Qualification of Proposers (In "Certified True Copy" form only)	<p>The proposal should include an index of all the documentation that has been sent.</p> <p>There is no restriction on the number of sent mails, being the only restriction the size limit of 4MB.</p> <p>Each proposer is responsible to send the offer on the time and date required.</p> <p>If the proposal is sent to a private address, it could be rejected.</p> <ul style="list-style-type: none"> • <u>Signed Annex 2</u>; • <u>Company profile</u>: should <u>not</u> exceed fifteen (15) pages, including printed brochures and product catalogues relevant to the goods /services being procured; • <u>Legal documents</u>: company constitution, legal representing, etc.; • <u>Reference letters</u>: of two jobs previously concluded;

- Financial capacity: provide the latest Audited Financial Statement (Income Statement and Balance Sheet) duly certified by a Public Accountant, and with authentication of receiving by the Government's Internal Revenue Authority. Include any indication of credit rating, industry rating, etc.;
- Track record and experiences: provide the following information regarding corporate experience within the last ten (10) years which are related or relevant to those required for this Contract. For example:

Name of project	Client	Contract Value	Period of activity	Types of activities undertaken	Status or Date Completed	References Contact Details (Name, Phone, Email)

- Certificates and accreditations: including quality certificates, patent registrations, environmental sustainability certificates, etc.;
- Written Self-Declaration: that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List;
- Proposed methodology;
- Implementation schedule: indicating breakdown and timing of activities /sub-activities;
- Key personnel: CVs demonstrating qualifications (Focal Point) with written confirmation that the proposed focal point personnel will be available for the entire duration of the contract. Should include names and qualifications of the key personnel that will perform the services indicating who is the team leader, who are the supporting personnel, etc.

FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL

(This Form must be submitted only using the Service Provider's Official Letterhead/Stationery¹)

[insert: Location].

[insert: Date]

To: Panama Regional HUB – Procurement Unit

Dear Sir/Madam:

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date] , and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

A. Qualifications of the Service Provider

The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:

- a) *Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) *Business Licenses – Registration Papers, Tax Payment Certification, etc.;*
- c) *Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) *Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contract references;*
- e) *Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.; and*
- f) *Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

B. Proposed Methodology for the Completion of Services

The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.

C. Qualifications of Key Personnel

¹ Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes

If required by the RFP, the Service Provider must provide:

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.

D. Cost Breakdown per Deliverable*

	Deliverables <i>[list them as referred to in the RFP]</i>	Percentage of Total Price <i>(Weight for payment)</i>	Price <i>(Lump Sum, All Inclusive)</i>
1	Deliverable 1	5%	
2	Deliverable 2	5%	
3	Deliverable 3	15%	
4	Deliverable 4	15%	
5	Deliverable 5	30%	
6	Deliverable 6	30%	
	Total	100%	

**This shall be the basis of the payment tranches*

E. Cost Breakdown by Cost Component [This is only an Example]:

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
I. Personnel Services				
1. Services from Home Office				
a. Expertise 1				
2. Services from Field Offices				
a. Expertise 1				
3. Services from Overseas				
a. Expertise 1				
II. Out of Pocket Expenses				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
III. Other Related Costs				

*[Name and Signature of the Service Provider's
Authorized Person]*

[Designation]

[Date]

PERSONNEL

Name:		
Position for this Contract:		
Nationality:		
Contact information:		
Countries of Work Experience:		
Language Skills:		
Educational and other Qualifications:		
Summary of Experience: <i>Highlight experience in the region and on similar projects.</i>		
Relevant Experience (From most recent):		
Period: From – To	Name of activity/ Project/ funding organisation, if applicable:	Job Title and Activities undertaken/Description of actual role performed:
<i>e.g. June 2004-January 2005</i>		
<i>Etc.</i>		
<i>Etc.</i>		
References no.1 (minimum of 3):	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Reference no.2	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Reference no.3	<i>Name</i> <i>Designation</i> <i>Organization</i> <i>Contact Information – Address; Phone; Email; etc.</i>	
Declaration:		
<p>I confirm my intention to serve in the stated position and present availability to serve for the term of the proposed contract. I also understand that any wilful misstatement described above may lead to my disqualification, before or during my engagement.</p>		
<hr style="width: 100%;"/>		<hr style="width: 100%;"/>
Signature of the Nominated Team Leader/Member		Date Signed

GENERAL TERMS AND CONDITIONS FOR SERVICES**1.0 LEGAL STATUS:**

The Contractor shall be considered as having the legal status of an independent contractor vis-à-vis the United Nations Development Programme (UNDP). The Contractor's personnel and sub-contractors shall not be considered in any respect as being the employees or agents of UNDP or the United Nations.

2.0 SOURCE OF INSTRUCTIONS:

The Contractor shall neither seek nor accept instructions from any authority external to UNDP in connection with the performance of its services under this Contract. The Contractor shall refrain from any action that may adversely affect UNDP or the United Nations and shall fulfill its commitments with the fullest regard to the interests of UNDP.

3.0 CONTRACTOR'S RESPONSIBILITY FOR EMPLOYEES:

The Contractor shall be responsible for the professional and technical competence of its employees and will select, for work under this Contract, reliable individuals who will perform effectively in the implementation of this Contract, respect the local customs, and conform to a high standard of moral and ethical conduct.

4.0 ASSIGNMENT:

The Contractor shall not assign, transfer, pledge or make other disposition of this Contract or any part thereof, or any of the Contractor's rights, claims or obligations under this Contract except with the prior written consent of UNDP.

5.0 SUB-CONTRACTING:

In the event the Contractor requires the services of sub-contractors, the Contractor shall obtain the prior written approval and clearance of UNDP for all sub-contractors. The approval of UNDP of a sub-contractor shall not relieve the Contractor of any of its obligations under this Contract. The terms of any sub-contract shall be subject to and conform to the provisions of this Contract.

6.0 OFFICIALS NOT TO BENEFIT:

The Contractor warrants that no official of UNDP or the United Nations has received or will be offered by the Contractor any direct or indirect benefit arising from this Contract or the award thereof. The Contractor agrees that breach of this provision is a breach of an essential term of this Contract.

7.0 INDEMNIFICATION:

The Contractor shall indemnify, hold and save harmless, and defend, at its own expense, UNDP, its officials, agents, servants and employees from and against all suits, claims, demands, and liability of any nature or kind, including their costs and expenses, arising out of acts or omissions of the Contractor, or the Contractor's employees, officers, agents or sub-contractors, in the performance of this Contract. This provision shall extend, inter alia, to claims and liability in the nature of workmen's compensation, products liability and liability arising out of the use of patented inventions or devices, copyrighted material or other

intellectual property by the Contractor, its employees, officers, agents, servants or sub-contractors. The obligations under this Article do not lapse upon termination of this Contract.

8.0 INSURANCE AND LIABILITIES TO THIRD PARTIES:

- 8.1** The Contractor shall provide and thereafter maintain insurance against all risks in respect of its property and any equipment used for the execution of this Contract.
- 8.2** The Contractor shall provide and thereafter maintain all appropriate workmen's compensation insurance, or the equivalent, with respect to its employees to cover claims for personal injury or death in connection with this Contract.
- 8.3** The Contractor shall also provide and thereafter maintain liability insurance in an adequate amount to cover third party claims for death or bodily injury, or loss of or damage to property, arising from or in connection with the provision of services under this Contract or the operation of any vehicles, boats, airplanes or other equipment owned or leased by the Contractor or its agents, servants, employees or sub-contractors performing work or services in connection with this Contract.
- 8.4** Except for the workmen's compensation insurance, the insurance policies under this Article shall:
 - 8.4.1** Name UNDP as additional insured;
 - 8.4.2** Include a waiver of subrogation of the Contractor's rights to the insurance carrier against the UNDP;
 - 8.4.3** Provide that the UNDP shall receive thirty (30) days written notice from the insurers prior to any cancellation or change of coverage.
- 8.5** The Contractor shall, upon request, provide the UNDP with satisfactory evidence of the insurance required under this Article.

9.0 ENCUMBRANCES/LIENS:

The Contractor shall not cause or permit any lien, attachment or other encumbrance by any person to be placed on file or to remain on file in any public office or on file with the UNDP against any monies due or to become due for any work done or materials furnished under this Contract, or by reason of any other claim or demand against the Contractor.

10.0 TITLE TO EQUIPMENT:

Title to any equipment and supplies that may be furnished by UNDP shall rest with UNDP and any such equipment shall be returned to UNDP at the conclusion of this Contract or when no longer needed by the Contractor. Such equipment, when returned to UNDP, shall be in the same condition as when delivered to the Contractor, subject to normal wear and tear. The Contractor shall be liable to compensate UNDP for equipment determined to be damaged or degraded beyond normal wear and tear.

11.0 COPYRIGHT, PATENTS AND OTHER PROPRIETARY RIGHTS:

- 11.1** Except as is otherwise expressly provided in writing in the Contract, the UNDP shall be entitled to all intellectual property and other proprietary rights including, but not limited to, patents, copyrights, and trademarks, with regard to products, processes, inventions, ideas, know-how, or documents and other materials which the Contractor has developed for the UNDP under the Contract and which bear a direct relation to or are produced or prepared or collected in consequence of, or during the course of, the performance of the Contract, and the Contractor acknowledges and agrees that such products, documents and other materials constitute works made for hire for the UNDP.

- 11.2** To the extent that any such intellectual property or other proprietary rights consist of any intellectual property or other proprietary rights of the Contractor: (i) that pre-existed the performance by the Contractor of its obligations under the Contract, or (ii) that the Contractor may develop or acquire, or may have developed or acquired, independently of the performance of its obligations under the Contract, the UNDP does not and shall not claim any ownership interest thereto, and the Contractor grants to the UNDP a perpetual license to use such intellectual property or other proprietary right solely for the purposes of and in accordance with the requirements of the Contract.
- 11.3** At the request of the UNDP; the Contractor shall take all necessary steps, execute all necessary documents and generally assist in securing such proprietary rights and transferring or licensing them to the UNDP in compliance with the requirements of the applicable law and of the Contract.
- 11.4** Subject to the foregoing provisions, all maps, drawings, photographs, mosaics, plans, reports, estimates, recommendations, documents, and all other data compiled by or received by the Contractor under the Contract shall be the property of the UNDP, shall be made available for use or inspection by the UNDP at reasonable times and in reasonable places, shall be treated as confidential, and shall be delivered only to UNDP authorized officials on completion of work under the Contract.

12.0 USE OF NAME, EMBLEM OR OFFICIAL SEAL OF UNDP OR THE UNITED NATIONS:

The Contractor shall not advertise or otherwise make public the fact that it is a Contractor with UNDP, nor shall the Contractor, in any manner whatsoever use the name, emblem or official seal of UNDP or THE United Nations, or any abbreviation of the name of UNDP or United Nations in connection with its business or otherwise.

13.0 CONFIDENTIAL NATURE OF DOCUMENTS AND INFORMATION:

Information and data that is considered proprietary by either Party and that is delivered or disclosed by one Party ("Discloser") to the other Party ("Recipient") during the course of performance of the Contract, and that is designated as confidential ("Information"), shall be held in confidence by that Party and shall be handled as follows:

- 13.1** The recipient ("Recipient") of such information shall:
- 13.1.1** use the same care and discretion to avoid disclosure, publication or dissemination of the Discloser's Information as it uses with its own similar information that it does not wish to disclose, publish or disseminate; and,
 - 13.1.2** use the Discloser's Information solely for the purpose for which it was disclosed.
- 13.2** Provided that the Recipient has a written agreement with the following persons or entities requiring them to treat the Information confidential in accordance with the Contract and this Article 13, the Recipient may disclose Information to:
- 13.2.1** any other party with the Discloser's prior written consent; and,
 - 13.2.2** the Recipient's employees, officials, representatives and agents who have a need to know such Information for purposes of performing obligations under the Contract, and employees officials, representatives and agents of any legal entity that it controls controls it, or with which it is under common control, who have a need to know such Information for purposes of performing obligations under the Contract, provided that, for these purposes a controlled legal entity means:

- 13.2.2.1** a corporate entity in which the Party owns or otherwise controls, whether directly or indirectly, over fifty percent (50%) of voting shares thereof; or,
- 13.2.2.2** any entity over which the Party exercises effective managerial control; or,
- 13.2.2.3** for the UNDP, an affiliated Fund such as UNCDF, UNIFEM and UNV.

- 13.3** The Contractor may disclose Information to the extent required by law, provided that, subject to and without any waiver of the privileges and immunities of the United Nations, the Contractor will give the UNDP sufficient prior notice of a request for the disclosure of Information in order to allow the UNDP to have a reasonable opportunity to take protective measures or such other action as may be appropriate before any such disclosure is made.
- 13.4** The UNDP may disclose Information to the extent as required pursuant to the Charter of the UN, resolutions or regulations of the General Assembly, or rules promulgated by the Secretary-General.
- 13.5** The Recipient shall not be precluded from disclosing Information that is obtained by the Recipient from a third party without restriction, is disclosed by the Discloser to a third party without any obligation of confidentiality, is previously known by the Recipient, or at any time is developed by the Recipient completely independently of any disclosures hereunder.
- 13.6** These obligations and restrictions of confidentiality shall be effective during the term of the Contract, including any extension thereof, and, unless otherwise provided in the Contract, shall remain effective following any termination of the Contract.

14.0 FORCE MAJEURE; OTHER CHANGES IN CONDITIONS

- 14.1** In the event of and as soon as possible after the occurrence of any cause constituting force majeure, the Contractor shall give notice and full particulars in writing to the UNDP, of such occurrence or change if the Contractor is thereby rendered unable, wholly or in part, to perform its obligations and meet its responsibilities under this Contract. The Contractor shall also notify the UNDP of any other changes in conditions or the occurrence of any event that interferes or threatens to interfere with its performance of this Contract. On receipt of the notice required under this Article, the UNDP shall take such action as, in its sole discretion; it considers to be appropriate or necessary in the circumstances, including the granting to the Contractor of a reasonable extension of time in which to perform its obligations under this Contract.
- 14.2** If the Contractor is rendered permanently unable, wholly, or in part, by reason of force majeure to perform its obligations and meet its responsibilities under this Contract, the UNDP shall have the right to suspend or terminate this Contract on the same terms and conditions as are provided for in Article 15, "Termination", except that the period of notice shall be seven (7) days instead of thirty (30) days.
- 14.3** Force majeure as used in this Article means acts of God, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force.
- 14.4** The Contractor acknowledges and agrees that, with respect to any obligations under the Contract that the Contractor must perform in or for any areas in which the UNDP is engaged in, preparing to engage in, or disengaging from any peacekeeping, humanitarian or similar operations, any delays or failure to perform such obligations arising from or relating to harsh conditions within such areas or to any incidents of civil unrest occurring in such areas shall not, in and of itself, constitute force majeure under the Contract..

15.0 TERMINATION

- 15.1** Either party may terminate this Contract for cause, in whole or in part, upon thirty (30) days notice, in writing, to the other party. The initiation of arbitral proceedings in accordance with Article 16.2 ("Arbitration"), below, shall not be deemed a termination of this Contract.
- 15.2** UNDP reserves the right to terminate without cause this Contract at any time upon 15 days prior written notice to the Contractor, in which case UNDP shall reimburse the Contractor for all reasonable costs incurred by the Contractor prior to receipt of the notice of termination.
- 15.3** In the event of any termination by UNDP under this Article, no payment shall be due from UNDP to the Contractor except for work and services satisfactorily performed in conformity with the express terms of this Contract.
- 15.4** Should the Contractor be adjudged bankrupt, or be liquidated or become insolvent, or should the Contractor make an assignment for the benefit of its creditors, or should a Receiver be appointed on account of the insolvency of the Contractor, the UNDP may, without prejudice to any other right or remedy it may have under the terms of these conditions, terminate this Contract forthwith. The Contractor shall immediately inform the UNDP of the occurrence of any of the above events.

16.0 SETTLEMENT OF DISPUTES

- 16.1 Amicable Settlement:** The Parties shall use their best efforts to settle amicably any dispute, controversy or claim arising out of this Contract or the breach, termination or invalidity thereof. Where the parties wish to seek such an amicable settlement through conciliation, the conciliation shall take place in accordance with the UNCITRAL Conciliation Rules then obtaining, or according to such other procedure as may be agreed between the parties.
- 16.2 Arbitration:** Any dispute, controversy, or claim between the Parties arising out of the Contract or the breach, termination, or invalidity thereof, unless settled amicably under Article 16.1, above, within sixty (60) days after receipt by one Party of the other Party's written request for such amicable settlement, shall be referred by either Party to arbitration in accordance with the UNCITRAL Arbitration Rules then obtaining. The decisions of the arbitral tribunal shall be based on general principles of international commercial law. For all evidentiary questions, the arbitral tribunal shall be guided by the Supplementary Rules Governing the Presentation and Reception of Evidence in International Commercial Arbitration of the International Bar Association, 28 May 1983 edition. The arbitral tribunal shall be empowered to order the return or destruction of goods or any property, whether tangible or intangible, or of any confidential information provided under the Contract, order the termination of the Contract, or order that any other protective measures be taken with respect to the goods, services or any other property, whether tangible or intangible, or of any confidential information provided under the Contract, as appropriate, all in accordance with the authority of the arbitral tribunal pursuant to Article 26 ("Interim Measures of Protection") and Article 32 ("Form and Effect of the Award") of the UNCITRAL Arbitration Rules. The arbitral tribunal shall have no authority to award punitive damages. In addition, unless otherwise expressly provided in the Contract, the arbitral tribunal shall have no authority to award interest in excess of the London Inter-Bank Offered Rate ("LIBOR") then prevailing, and any such interest shall be simple interest only. The Parties shall be bound by any arbitration award rendered as a result of such arbitration as the final adjudication of any such dispute, controversy, or claim.

17.0 PRIVILEGES AND IMMUNITIES:

Nothing in or relating to this Contract shall be deemed a waiver, express or implied, of any of the privileges and immunities of the United Nations, including its subsidiary organs.

18.0 TAX EXEMPTION

- 18.1** Section 7 of the Convention on the Privileges and Immunities of the United Nations provides, inter alia that the United Nations, including its subsidiary organs, is exempt from all direct taxes, except charges for public utility services, and is exempt from customs duties and charges of a similar nature in respect of articles imported or exported for its official use. In the event any governmental authority refuses to recognize the United Nations exemption from such taxes, duties or charges, the Contractor shall immediately consult with the UNDP to determine a mutually acceptable procedure.
- 18.2** Accordingly, the Contractor authorizes UNDP to deduct from the Contractor's invoice any amount representing such taxes, duties or charges, unless the Contractor has consulted with the UNDP before the payment thereof and the UNDP has, in each instance, specifically authorized the Contractor to pay such taxes, duties or charges under protest. In that event, the Contractor shall provide the UNDP with written evidence that payment of such taxes, duties or charges has been made and appropriately authorized.

19.0 CHILD LABOUR

- 19.1** The Contractor represents and warrants that neither it, nor any of its suppliers is engaged in any practice inconsistent with the rights set forth in the Convention on the Rights of the Child, including Article 32 thereof, which, inter alia, requires that a child shall be protected from performing any work that is likely to be hazardous or to interfere with the child's education, or to be harmful to the child's health or physical mental, spiritual, moral or social development.
- 19.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, at no cost to UNDP.

20.0 MINES:

- 20.1** The Contractor represents and warrants that neither it nor any of its suppliers is actively and directly engaged in patent activities, development, assembly, production, trade or manufacture of mines or in such activities in respect of components primarily utilized in the manufacture of Mines. The term "Mines" means those devices defined in Article 2, Paragraphs 1, 4 and 5 of Protocol II annexed to the Convention on Prohibitions and Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects of 1980.
- 20.2** Any breach of this representation and warranty shall entitle UNDP to terminate this Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind of UNDP.

21.0 OBSERVANCE OF THE LAW:

The Contractor shall comply with all laws, ordinances, rules, and regulations bearing upon the performance of its obligations under the terms of this Contract.

22.0 SEXUAL EXPLOITATION:

- 22.1** The Contractor shall take all appropriate measures to prevent sexual exploitation or abuse of anyone by it or by any of its employees or any other persons who may be engaged by the Contractor to perform any services under the Contract. For these purposes, sexual activity with

any person less than eighteen years of age, regardless of any laws relating to consent, shall constitute the sexual exploitation and abuse of such person. In addition, the Contractor shall refrain from, and shall take all appropriate measures to prohibit its employees or other persons engaged by it from, exchanging any money, goods, services, offers of employment or other things of value, for sexual favors or activities, or from engaging in any sexual activities that are exploitive or degrading to any person. The Contractor acknowledges and agrees that the provisions hereof constitute an essential term of the Contract and that any breach of this representation and warranty shall entitle UNDP to terminate the Contract immediately upon notice to the Contractor, without any liability for termination charges or any other liability of any kind.

- 22.2** The UNDP shall not apply the foregoing standard relating to age in any case in which the Contractor's personnel or any other person who may be engaged by the Contractor to perform any services under the Contract is married to the person less than the age of eighteen years with whom sexual activity has occurred and in which such marriage is recognized as valid under the laws of the country of citizenship of such Contractor's personnel or such other person who may be engaged by the Contractor to perform any services under the Contract.

23.0 AUTHORITY TO MODIFY:

Pursuant to the Financial Regulations and Rules of UNDP, only the UNDP Authorized Official possesses the authority to agree on behalf of UNDP to any modification of or change in this Contract, to a waiver of any of its provisions or to any additional contractual relationship of any kind with the Contractor. Accordingly, no modification or change in this Contract shall be valid and enforceable against UNDP unless provided by an amendment to this Contract signed by the Contractor and jointly by the UNDP Authorized Official.

UNITED NATIONS DEVELOPMENT PROGRAMME



TERMS OF REFERENCE

CLUSTER: Sustainable Development Cluster

A. GENERAL INFORMATION

Title:	Midterm Review
Projects:	Award No.: 00097946 (A&L Project), Project No. 00101490, Project Name: Adaptive Management and Learning –a child project of the Commodities Integrated Approach Pilot Program, and; Award No.: 00098209, Project No. 00101611, Project Name: Production – a child project of the Commodities Integrated Approach Pilot (GEF-CIAP).
Type of Contract:	Professional Services
Direct Supervisor:	GGP Global Project Manager
Modality of Execution:	DIM
Duty Station:	Home-based with mission travel
Estimated Start Date:	May 20, 2019
Duration:	80 ² working days within a 7 months period

B. INTRODUCTION

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) of two full-sized projects under the Good Growth Partnership, one of the GEF-funded integrated approach pilots (IAP). The first project is *Adaptive Management and Learning for the Commodities IAP (A&L)* (PIMS 5665), a global project implemented by UNDP and WWF-US. The second project is *Reducing Deforestation from Commodity Production* (PIMS 5664), a global project working in Indonesia, Liberia, and Paraguay. The Indonesia portion of the project is implemented by UNDP Indonesia with WWF-Indonesia and Conservation International as responsible parties, in partnership with the Ministry of Agriculture, the Ministry of Environment and Forestry and the Coordinating Ministry for Economic Affairs; the Liberia portion of the project is implemented by UNDP Liberia with Conservation International as responsible party in

² Note: these are tentative working days and not man days

partnership with the Ministry of Agriculture, the Forest Development Authority, and the Environmental Protection Agency; and the Paraguay portion is implemented by UNDP Paraguay in partnership with the Ministry of Environment and Sustainable Development.

The A&L project started on 3 March 2017, and the Production project began on 15 June 2017 with the Paraguay portion starting on 3 July 2017; both the A&L and Production projects are in their second year of implementation and due to undertake the midterm review in 2019. In line with the UNDP-GEF Guidance on MTRs, this MTR process was initiated before the submission of the second Project Implementation Report (PIR). This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (<http://web.undp.org/evaluation/guidance.shtml#gef>).

C. PROJECT BACKGROUND

The [Good Growth Partnership \(GGP\)](#) is a commodities-focused integrated approach pilot programme, “*Taking Deforestation out of Commodity Supply Chains*,” consisting of 5 GEF-funded child projects working across production, financing, and demand, in Brazil, Indonesia, Liberia, and Paraguay. This programme is advancing an integrated supply chain approach to tackling the underlying root causes of deforestation from beef, palm oil, and soy, which together account for nearly 70% of deforestation globally.

Working with a full range of stakeholders, from small-scale producers to national governments and global corporations, the GGP promotes a holistic approach to sustainability that encompasses entire commodity supply chains and looks at where the layers of the supply chain integrate and overlap to enhance financial incentives and demand for sustainably produced agricultural commodities. By combining forces, the Good Growth Partnership aims to provide a model of wide-scale systemic reform that capitalizes on the strengths of each partner.

The coordination and integration of the partnership are led by the [UNDP Green Commodities Programme \(GCP\)](#) through the **Adaptive Management and Learning (A&L)** project. This child project is instrumental in ensuring that the programme is viewed as a cohesive whole and that it has a clear identity. Component 1 of the A&L project, implemented by UNDP GCP, is coordinated management of the GGP programme, leading to logical technical sequencing, programme-level monitoring and evaluation, and overall resilience. This includes leading Secretariat meetings, supporting the creation of integrated intervention plans, and capturing and disseminating effective adaptive management practices across the programme.

Through Component 2, implemented by WWF-US and executed by ISEAL Alliance, the project contributes to developing a robust and policy-relevant evidence base on the effectiveness and impacts of voluntary sustainability standards (VSS) and VSS-like mechanisms being used to implement deforestation-free and sustainable production and sourcing initiatives. The establishment of a Global Impact Platform (re-branded as “Evidensia”) will fill in key gaps to the evidence base and synthesize and communicate evidence in decision-relevant terms.

Component 3, implemented by UNDP GCP, is on knowledge management, partnership development and communications implemented to maximize learning, foster synergies and promote replication and upscaling of actions to address deforestation in commodity supply chains. This includes supporting an active community of practice – the Green Commodities Community – through which practitioners from GGP projects, countries, and partners as well as the broader sustainable commodities community share knowledge and learn from each other.

The total A&L project budget is USD 9,245,328 including USD 3,978,441 in funding from the GEF and USD 5,266,887 in co-financing. The 4-year project is expected to close in March 2021.

The **Production** child project, implemented globally by UNDP, works to improve the enabling environment for sustainable commodity production through dialogue platforms, policy reform, land use planning, and farmer training and support. In Indonesia UNDP executes the national-level work as well as the provincial level work in 3 provinces (Riau, North Sumatra and West Kalimantan) and landscape-level work in Pelalawan district (in Riau Province), while Conservation International executes the landscape-level work in South Tapanuli district (North Sumatra Province) and WWF-Indonesia in Sintang district (West Kalimantan Province). In Liberia UNDP executes the national-level work with Conservation International leading the landscape-level work in Grand Cape Mount, Bomi, Gbarpolu, and Bong counties (known as the Sime Darby landscape). In Paraguay UNDP executes the national and landscape-level work in the Chaco region.

Component 1 of the project is on dialogue and production and land use related policies, using national commodity platforms, national action plans, and improvements to the enabling environment through regulatory reform. Component 2 covers farmer support extension services and farmer training. Component 3 covers improved land-use planning, zoning, and set-asides, resulting in increased legal protections and reduced carbon emissions. Component 4 is on knowledge management, including increased knowledge of effective strategies and tools for improving production of commodities in ways that do not involve conversion of forested land, and uptake and replication of lessons learned.

The total Production project budget is USD 179,284,671 including USD 14,584,403 in funding from the GEF and USD 164,700,268 in co-financing. The 4-year project is expected to close in June 2021.

The other three child projects of the GGP are Demand, Transactions, and Brazil. The **Demand** project, led globally by WWF-US, helps raise awareness and strengthen demand for sustainably produced beef, palm oil and soy among consumers, policymakers, companies and investors.

Under the **Transactions** project, UN Environment's Finance Initiative (UNEP-FI) and the International Finance Corporation (IFC) work closely with banks and related institutions to help make sustainable financing more accessible for businesses, farmers and producers who require additional capital to invest in more environmentally sound practices.

The **Brazil** project, led by Conservation International, combines the production, demand, and transactions streams into a single project in that country, including national work with a landscape focus of the Matopiba region.

D. OBJECTIVES OF SERVICE /ASSIGNMENT

A separate MTR will be conducted for each project according to the objectives and results of that project, but with an understanding of the broader GGP context.

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document and assess early signs of project success or failure with the goal of identifying the necessary realistic changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.

E. APPROACH AND METHODOLOGY

The MTR must provide evidence-based information that is credible, reliable, balanced, and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review /PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach³ ensuring close engagement with the Project Team, government counterparts (including the GEF Operational Focal Points in the Production countries), the UNDP Country Offices, UNDP-GEF Regional Technical Advisers, the GEF Sec's Focal Point for GGP and other key stakeholders.

Engagement of stakeholders is vital to a successful MTR.⁴ Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to members of the project management units with UNDP GCP, UNDP-Indonesia, UNDP-Liberia, UNDP-Paraguay, WWF-Indonesia, Conservation International-HQ, Conservation International-Indonesia, Conservation International-Liberia, senior officials and task team/ component leaders, key experts and consultants in the subject area for the GGP Production project and UNDP GCP, WWF-US, Conservation International-HQ, Conservation International-Brazil, UNEP-FI, IFC, and ISEAL Alliance for GGP A&L project; as well as Project Board, project stakeholders, academia, local government and CSOs, etc. for both projects where relevant. Additionally, for the Production project the MTR team is expected to conduct field missions to Indonesia, Liberia, and Paraguay including the following project sites Pelalawan, Sintang, South Tapanuli (Indonesia), Sime Darby landscape (North West Liberia), and the Chaco region (Paraguay). No mission is required for MTR of the A&L project. However, it would be extremely beneficial for the Team Leader (or another relevant member of the team) to attend the Good Growth Conference scheduled for May 13-17 in Peru. That will allow the team member to get well acquainted up-front with the concepts, approaches and concrete work involved in these projects, and already allow for contacts with many of the relevant stakeholders.

The MTR team should spend enough time to get acquainted with the evolution of the political economy in the four countries and remain mindful of it in the recommendations they produce.

The final MTR reports should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

F. DETAILED SCOPE OF WORK

³ For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

⁴ For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

The MTR team will assess the following four categories of project progress. See the [Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects](#) for extended descriptions.

i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document;
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of participating countries?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

Results Framework /Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary;
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis;
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

ii. Progress Towards Results

Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign

a rating on progress for each outcome; make recommendations from the areas marked as “Not on target to be achieved” (red).

Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)

Project Strategy	Indicator⁵	Baseline Level⁶	Level in 1st PIR (self-reported)	Midterm Target	End-of-Project Target	Midterm Level & Assessment⁷	Achievement Rating⁸	Justification for Rating
Objective:	<i>Indicator (if applicable):</i>							
Outcome 1:	<i>Indicator 1:</i>							
	<i>Indicator 2:</i>							
Outcome 2:	<i>Indicator 3:</i>							
	<i>Indicator 4:</i>							
	<i>Etc.</i>							
Etc.								

Indicator Assessment Key

Green= Achieved

Yellow= On target to be achieved

Red= Not on target to be achieved

In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review;
- Identify remaining barriers to achieving the project objective in the remainder of the project;
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

iii. Project Implementation and Adaptive Management

Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement;
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement;

⁵ Populate with data from the Logframe and scorecards

⁶ Populate with data from the Project Document

⁷ Colour code this column only

⁸ Use the 6-point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved;
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework /logframe as a management tool and review any changes made to it since project start.

Finance and Co-Finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions;
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions;
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

Project-Level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?

Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board;
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?);
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?);
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

iv. Sustainability

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why;
- In addition, assess the following risks to sustainability.

Financial Risks to Sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends? (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes).

Socio-Economic Risks to Sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public /stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team

on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

Institutional Framework and Governance Risks to Sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems /mechanisms for accountability, transparency, and technical knowledge transfer are in place.

Environmental Risks to Sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

Conclusions & Recommendations

The MTR team will include a section in each report setting out the MTR’s evidence-based conclusions, in light of the findings.⁹

Recommendations should be cognizant of political contexts and succinct suggestions for critical interventions that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report’s executive summary. See the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total for each report.

Ratings

The MTR team will include its ratings of the projects’ results and brief descriptions of the associated achievements in an *MTR Ratings & Achievement Summary Table* in the Executive Summary of each MTR report. See Annex E for ratings scales. No rating on Project Strategy and no overall project rating is required.

Table. MTR Ratings & Achievement Summary Table for Reducing Deforestation from Commodity Production¹⁰

MEASURE	MTR RATING	ACHIEVEMENT DESCRIPTION
<i>Project Strategy</i>	N/A	
<i>Progress Towards Results</i>	<i>Objective Achievement Rating: (rate 6 pt. scale)</i>	
	<i>Outcome 1 Achievement Rating: (rate 6 pt. scale)</i>	
	<i>Outcome 2 Achievement Rating: (rate 6 pt. scale)</i>	
	<i>Outcome 3 Achievement Rating: (rate 6 pt. scale)</i>	
	<i>Etc.</i>	

⁹ Alternatively, MTR conclusions may be integrated into the body of the report.

¹⁰ Each project must have its own report with each of these requirements. For A&L the table should read “MTR Ratings & Achievement Summary Table for *Adaptive Management and Learning for the Commodities IAP*.”

Project Implementation & Adaptive Management	<i>(rate 6 pt. scale)</i>	
Sustainability	<i>(rate 4 pt. scale)</i>	

G. TIMEFRAME AND DURATION

The total duration of the MTR will be approximately 100 days over a time period of 31 weeks starting May 20, 2019 and shall not exceed seven months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
29 March	<i>Application closes</i>
3 May	<i>Contract MTR Team</i>
7 May (1 Day)	<i>Prep the MTR Team (handover of Project Documents)</i>
14-18 May	<i>MTR Team member attends Good Growth Conference in Peru as part of their preparation work</i>
14 May-28 June	<i>A&L: Conduct of interviews</i>
31 May (8 days)	<i>A&L and Production: Document review and preparing MTR Inception Reports</i>
14 June (3 days)	<i>A&L and Production: Finalization and Validation of MTR Inception Report</i>
28 June (10 days)	<i>A&L: Preparing draft report</i> <i>Production: Latest start of MTR mission</i>
9 Aug (2 days)	<i>A&L: Incorporating audit trail from feedback on draft report/Finalization of MTR report</i>
6 Sep (1 day)	<i>A&L: Preparation & Issue of Management Response</i>
20 Sep (3 days)	<i>A&L: Expected date of full MTR completion</i>
2 Aug (35 days)	<i>Production: MTR missions (stakeholder meetings, interviews, field visits) – Missions to happen in June (Paraguay) and July (Indonesia and Liberia) - earliest end of MTR mission</i>
9 Aug (1 days)	<i>Production: Mission wrap-up meeting & presentation of initial findings</i>
26 Aug (10 days)	<i>Production: Preparing draft report</i>
27 Sep (2 days)	<i>Production: Incorporating audit trail from feedback on draft report/Finalization of MTR report</i>
18 Oct (1 day)	<i>Production: Preparation & Issue of Management Response</i>
31 Oct (3 days)	<i>Production: Expected date of full MTR completion</i>

Options for site visits should be provided in the Inception Report.

H. EXPECTED OUTPUTS / DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
1	Production MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	31 May	MTR team submits to the Commissioning Unit and project management
2	A&L MTR Inception Report	MTR team clarifies objectives and methods of Midterm Review	31 May	MTR team submits to the Commissioning Unit and project management
3	A&L Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	No later than 1 month after inception report (no MTR mission for A&L): 28 June	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	A&L Final Report	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 2 weeks of receiving UNDP comments on draft: 20 Sep	Sent to the Commissioning Unit
5	Production Presentation	Initial Findings	End of MTR mission: 9 Aug	MTR Team presents to project management and the Commissioning Unit
6	Production Draft Final Report	Full report (using guidelines on content outlined in Annex B) with annexes	Within 4 weeks of the MTR mission: 26 Aug	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
7	Production Final Report¹¹	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 2 weeks of receiving UNDP comments on draft: 31 Oct	Sent to the Commissioning Unit

I. INSTITUTIONAL ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is the UNDP Regional Bureau for Latin America and the Caribbean.

The commissioning unit will contract the company. The company will be responsible for their travel arrangements to and within Indonesia, Liberia, and Paraguay. The cost of travel will have to be included into their financial proposal, for which they will receive a lumpsum covering all costs (daily fees, travel, per diem, insurances, etc.). The Project

¹¹ The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

Team will be responsible for liaising with the MTR team to provide all relevant documents, provide stakeholder contact details and support setting-up stakeholder interviews, and arranging field visits.

J. TEAM COMPOSITION AND QUALIFICATIONS OF THE SUCCESSFUL CONTRACTOR

The MTR team will be comprised of one team leader (with experience and exposure to projects and evaluations in the focus regions) one international agricultural commodities expert and, depending on the experience of the team leader and the international agricultural commodities expert, at least one country specialist (typically national consultants that can help provide the local context and knowledge) to support the Production project related in-country missions. The MTR team should be composed of 3 to 5 members, depending if the Team leader and the International Agricultural Commodities Expert are Country Specialists as well. The consultants cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The team leader will be responsible for coordinating activities with the agricultural commodities experts and the country specific consultants.

We anticipate the following composition and length of the field missions:

- Indonesia: team leader, agricultural commodities expert, Indonesia specialist: 15 days including at least 9 days in the landscapes (3 in each landscape);
- Liberia: team leader, agricultural commodities expert, Liberia specialist: 5 days;
- Paraguay: team leader, agricultural commodities expert, Paraguay specialist: 7 days including at least 3 in the landscape.

Organization Experience:

- At least 5 years of relevant experience in result-based management evaluation methodologies;
- At least 5 years of experience working in agriculture, agricultural commodities, deforestation, sustainable forest management, ecosystems and biodiversity, climate change mitigation, or multi-focal area projects;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Experience working with the GEF or GEF-evaluations;
- Experience working in Latin America, West or Central Africa, and Asia;
- Firm that can mobilize a team of highly qualified experts with the profile described below;
- Project evaluation/review experiences within United Nations system will be considered an asset.

Key Personnel Experience:

1. Team leader

- A Master's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 10 years of experience in project design, monitoring and/or evaluation in sustainable development;
- Recent experience with result-based management evaluation methodologies;

- Experience in adaptive management, as applied to agriculture, sustainable forest management, ecosystems and biodiversity, climate change mitigation, gender and agriculture or multi-focal area projects and demonstrated understanding of these issues;
- Proven experience of working on knowledge management;
- Experience working with the GEF or GEF-evaluations;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Excellent report writing and analytical skills;
- Project evaluation/review experiences within United Nations system and experience leading an evaluation team will be considered an asset;
- Experience working in Latin America, West or Central Africa, or Asia will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- **Mandatory requirement: Mastery of the English language.**

2. International Agricultural Commodities Expert

- A Master's degree in business administration, international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 5 years of experience working on sustainable agricultural commodities;
- At least 2 years of experience supporting project evaluations;
- Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis;
- Experience working in Latin America, West or Central Africa, or Asia;
- Project evaluation/review experiences within United Nations system will be considered an asset.
- Experience working on palm oil and/or beef will be considered an asset;
- Mastery of Bahasa Indonesia and/or Spanish will be considered an asset.
- **Mandatory requirement: Mastery of the English language.**

3. Country Specialists (Indonesia, Liberia and/or Paraguay)

- A Bachelor's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field;
- At least 2 years of experience working in the agricultural commodities sector of relevance to the country (palm oil for Indonesia and Liberia, beef for Paraguay) and excellent understanding of the local context especially related to commodities production and deforestation;
- Experience of engaging with the private sector, government and civil society;
- **Mandatory requirement: Mastery of the English and relevant national languages (Bahasa Indonesia for Indonesia Country Specialist/Spanish for Paraguay Country Specialist).**

K. DUTY STATION

The consultancy will be home based with mission travels.

L. SCOPE OF BID PRICE AND SCHEDULE OF PAYMENTS

#	DELIVERABLE	PERCENTAGE OF PAYMENT
1	<i>Production MTR Inception Report</i>	5%
2	<i>A&L MTR Inception Report</i>	5%
3	<i>A&L Draft Final Report</i>	15%
4	<i>A&L Final Report</i>	15%
6	<i>Production Draft Final Report</i>	30%
7	<i>Production Final Report¹²</i>	30%

M. RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

The technical proposal should include the following items:

1. Approach to the service
2. Implementation timelines
3. Composition of the team and summary of key personnel competences with CV
4. Subcontracting and Partnership (if any)
5. One or two samples demonstrating the Team Leader's report writing skills

N. ANNEXES

¹² The final MTR report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

ToR ANNEX A: List of Documents to be reviewed by the MTR Team

1. PIF
2. UNDP Initiation Plan
3. UNDP Project Document
4. UNDP Environmental and Social Screening results
5. Project Inception Report
6. All Project Implementation Reports (PIR's)
7. Quarterly progress reports and work plans of the various implementation task teams
8. Audit reports
9. Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm (Commodities IAP multifocal area tool: sustainable forest management, ecosystems & biodiversity, climate change mitigation)
10. Oversight mission reports
11. All monitoring reports prepared by the project
12. Financial and Administration guidelines used by Project Team
13. Electronic copies of project outputs – newsletters, booklets, manuals, technical reports, articles, etc.

The following documents will also be available:

14. Project operational guidelines, manuals and systems
15. UNDP country/countries programme document(s)
16. Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)
17. Project site location maps

ToR ANNEX B: Guidelines on Contents for the Midterm Review Report¹³

- i. Basic Report Information (*for opening page or title page*)
 - Title of UNDP supported GEF financed project
 - UNDP PIMS# and GEF project ID#
 - MTR time frame and date of MTR report
 - Region and countries included in the project
 - GEF Operational Focal Area/Strategic Program
 - Executing Agency/Implementing Partner and other project partners
 - MTR team members
 - Acknowledgements

¹³ The Report length should not exceed 40 pages in total (not including annexes).

- ii. Table of Contents
- iii. Acronyms and Abbreviations
- 1. Executive Summary (3-5 pages)
 - Project Information Table
 - Project Description (brief)
 - Project Progress Summary (between 200-500 words)
 - MTR Ratings & Achievement Summary Table
 - Concise summary of conclusions
 - Recommendation Summary Table
- 2. Introduction (2-3 pages)
 - Purpose of the MTR and objectives
 - Scope & Methodology: principles of design and execution of the MTR, MTR approach and data collection methods, limitations to the MTR
 - Structure of the MTR report
- 3. Project Description and Background Context (3-5 pages)
 - Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope
 - Problems that the project sought to address: threats and barriers targeted
 - Project Description and Strategy: objective, outcomes and expected results, description of field sites (if any)
 - Project Implementation Arrangements: short description of the Project Board, key implementing partner arrangements, etc.
 - Project timing and milestones
 - Main stakeholders: summary list
- 4. Findings (12-14 pages)
 - 4.1 Project Strategy
 - Project Design
 - Results Framework/Logframe
 - 4.2 Progress Towards Results
 - Progress towards outcomes analysis
 - Remaining barriers to achieving the project objective
 - 4.3 Project Implementation and Adaptive Management
 - Management Arrangements

- Work planning
- Finance and co-finance
- Project-level monitoring and evaluation systems
- Stakeholder engagement
- Reporting
- Communications

4.4 Sustainability

- Financial risks to sustainability
- Socio-economic to sustainability
- Institutional framework and governance risks to sustainability
- Environmental risks to sustainability

5. Conclusions and Recommendations (4-6 pages)

5.1 Conclusions

- Comprehensive and balanced statements (that are evidence-based and connected to the MTR's findings) which highlight the strengths, weaknesses and results of the project

5.2 Recommendations

- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

6. Annexes

- MTR ToR (excluding ToR annexes)
- MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)
- Example Questionnaire or Interview Guide used for data collection
- Ratings Scales
- MTR mission itinerary
- List of persons interviewed
- List of documents reviewed
- Co-financing table (if not previously included in the body of the report)
- Signed UNEG Code of Conduct form
- Signed MTR final report clearance form
- *Annexed in a separate file:* Audit trail from received comments on draft MTR report
- *Annexed in a separate file:* Relevant midterm tracking tools (*METT, FSC, capacity scorecard, etc.*)

ToR ANNEX C: Midterm Review Evaluative Matrix Template

This Midterm Review Evaluative Matrix must be fully completed/amended by the consultant and included in the MTR inception report and as an Annex to the MTR report.

EVALUATIVE QUESTIONS	INDICATORS	SOURCES	METHODOLOGY
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

Evaluators/Consultants:

1. *Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.*
2. *Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.*
3. *Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.*
4. *Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.*
5. *Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.*
6. *Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.*
7. *Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.*

MTR Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at _____ (Place) on _____
(Date)

Signature: _____

ToR ANNEX E: MTR Ratings

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)

6	<i>Highly Satisfactory (HS)</i>	<i>The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.</i>
5	<i>Satisfactory (S)</i>	<i>The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.</i>
4	<i>Moderately Satisfactory (MS)</i>	<i>The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.</i>
3	<i>Moderately Unsatisfactory (HU)</i>	<i>The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.</i>
2	<i>Unsatisfactory (U)</i>	<i>The objective/outcome is expected not to achieve most of its end-of-project targets.</i>
1	<i>Highly Unsatisfactory (HU)</i>	<i>The objective/outcome has failed to achieve its midterm targets and is not expected to achieve any of its end-of-project targets.</i>

Ratings for Project Implementation & Adaptive Management: (one overall rating)

6	<i>Highly Satisfactory (HS)</i>	<i>Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.</i>
5	<i>Satisfactory (S)</i>	<i>Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.</i>
4	<i>Moderately Satisfactory (MS)</i>	<i>Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.</i>
3	<i>Moderately Unsatisfactory (MU)</i>	<i>Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.</i>
2	<i>Unsatisfactory (U)</i>	<i>Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.</i>
1	<i>Highly Unsatisfactory (HU)</i>	<i>Implementation of none of the seven components is leading to efficient and effective project implementation and adaptive management.</i>

¹⁴ <http://www.unevaluation.org/document/detail/100>

Ratings for Sustainability: (one overall rating)

4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

ToR ANNEX F: MTR Report Clearance Form

(to be completed by the Commissioning Unit and UNDP-GEF RTA and included in the final document)

Midterm Review Report Reviewed and Cleared By:**Commissioning Unit**

Name: _____

Signature: _____ Date: _____

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____ Date: _____

ToR ANNEX G: Audit Trail Template

Note: The following is a template for the MTR Team to show how the received comments on the draft MTR report have (or have not) been incorporated into the final MTR report. This audit trail should be included as an annex in the final MTR report.

To the comments received on (date) from the Midterm Review of (project name) (UNDP Project ID-PIMS #)

The following comments were provided in track changes to the draft Midterm Review report; they are referenced by institution ("Author" column) and track change comment number ("#" column):

<i>AUTHOR</i>	<i>#</i>	<i>PARA No./ COMMENT LOCATION</i>	<i>COMMENT /FEEDBACK ON THE DRAFT MTR REPORT</i>	<i>MTR TEAM RESPONSE AND ACTIONS TAKEN</i>

EVALUATION MATRIX

The technical and financial aspects of every proposal submitted will be evaluated using the following matrix:

EVALUATION MATRIX		
Technical Evaluation		Max. Points 700
FORM 1 - Firm /Company Experience:		
1.1	<p>At least 5 years of relevant experience in result-based management evaluation methodologies</p> <ul style="list-style-type: none"> 5 years of experience 21 points Between 5 and 8 years of experience 25 points More than 8 years of experience 30 points 	30
1.2	<p>At least 5 years of experience working in agriculture, agricultural commodities, deforestation, sustainable forest management, ecosystems and biodiversity, climate change mitigation, or multi-focal area projects</p> <ul style="list-style-type: none"> 5 years of experience 21 points 8 years of experience 25 points More than 8 years of experience 30 points 	30
1.3	Experience applying SMART indicators and reconstructing or validating baseline scenarios	30
1.4	<p>Experience working with the GEF or GEF-evaluations</p> <ul style="list-style-type: none"> At least 2 experiences 21 points More than 2 experiences 30 points 	30
1.5	<p>Experience working in Latin America, West or Central Africa, and Asia</p> <ul style="list-style-type: none"> Experience in one region 21 points Experience in 2 regions 25 points Experience in all the regions 30 points 	30
1.6	Firm that can mobilize a team of highly qualified experts with the profile described below	30
1.7	<p>Project evaluation/review experiences within United Nations system</p> <ul style="list-style-type: none"> At least 2 experiences 14 points More than 2 experiences 20 points 	20
TOTAL		200

FORM 2 - Technical Proposal		
Sub-criteria: Excellent = 100%; Very Good = 90%; Good = 70%; Fair = 30%; Poor = 10%, Not submitted = 0% of the max points for every sub criteria:		
2.1	Clarity: Is the proposal structured in a concise and understandable way?	40
2.2	Objective: Does the proposal achieve the objective of the contract? Major aspects of the task have been addressed in sufficient detail?	100
2.3	Is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	100
TOTAL		240

FORM 3 - Key Personnel: Team Leader		
At least a master's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field		5
• Master's Degree	3 points	
• Doctorate's Degree	5 points	
At least 10 years of experience in project design, monitoring and/or evaluation in sustainable development		15
• 10 years of experience in project design, monitoring and/or evaluation in sustainable development	10 points	
• More than 10 years of experience but less than 12 years of experience in project design, monitoring and/or evaluation in sustainable development	12 points	
• More than 12 years of experience in project design, monitoring and/or evaluation in sustainable development	15 points	
Recent experience with result-based management evaluation methodologies		8
• Experience more than three years ago	5 points	
• Experience between one to three years ago	6 points	
• Experience less than one year ago	8 points	
Experience in adaptive management, as applied to agriculture, sustainable forest management, ecosystems and biodiversity, climate change mitigation, gender and agriculture or multi-focal area projects, and demonstrated understanding of these issues		10
• Experience in one of the areas mentioned	7 points	
• Experience in two of the areas mentioned	8 points	
• Experience in three or more of the areas mentioned	10 points	
Proven experience of working on knowledge management		8

<i>Experience working with the GEF or GEF-evaluations</i> <ul style="list-style-type: none"> At least 2 experiences <i>10 points</i> More than 2 experiences <i>15 points</i> 	15
<i>Excellent report writing and analytical skills (evaluated based on the samples received)</i>	5
<i>Project evaluation/review experiences within United Nations system and experience leading an evaluation team</i>	5
<i>Experience working in Latin America, West or Central Africa, or Asia</i>	4
<i>Mastery of Bahasa Indonesia and/or Spanish</i>	5
TOTAL	80

FORM 4 - Key Personnel: International Agricultural Commodities Expert	
<i>A Master's degree in business administration, international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field</i> <ul style="list-style-type: none"> Master's Degree <i>3 points</i> Doctorate's Degree <i>5 points</i> 	5
<i>At least 5 years of experience working on sustainable agricultural commodities</i> <ul style="list-style-type: none"> 5 years of experience working on sustainable agricultural commodities <i>10 points</i> Between 5 and 8 years working on sustainable agricultural commodities <i>12 points</i> More than 8 years working on sustainable agricultural commodities <i>15 points</i> 	15
<i>At least 2 years of experience supporting project</i> <ul style="list-style-type: none"> 2 years of experience supporting project evaluations <i>7 points</i> Between 2 and 5 years of experience supporting project evaluations <i>8 points</i> More than 5 years of experience supporting project evaluations <i>10 points</i> 	10
<i>Demonstrated understanding of issues related to gender and agriculture, commodities, value chains, deforestation, or climate change mitigation; experience in gender sensitive evaluation and analysis</i>	10
<i>Experience working in Latin America, West or Central Africa, or Asia</i>	5
<i>Project evaluation/review experiences within United Nations system</i>	5
<i>Experience working on palm oil and/or beef</i>	5
<i>Mastery of Bahasa Indonesia and/or Spanish</i>	5
TOTAL	60

FORM 5 - Key Personnel: Country Specific Consultant – Indonesia	
<p><i>A Bachelor's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field</i></p> <ul style="list-style-type: none"> <i>Bachelor's Degree</i> 3 points <i>Master's Degree</i> 5 points 	5
<p><i>At least 2 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i></p> <ul style="list-style-type: none"> <i>2 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 14 points <i>Between 2 and 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 16 points <i>More than 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 20 points 	20
<i>Experience of engaging with the private sector, government and civil society</i>	15
TOTAL	40

FORM 5 - Key Personnel: Country Specific Consultant – Liberia	
<p><i>A Bachelor's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field</i></p> <ul style="list-style-type: none"> <i>Bachelor's Degree</i> 3 points <i>Master's Degree</i> 5 points 	5
<p><i>At least 2 years of experience working in the palm oil sector in Liberia and excellent understanding of the local context especially related to commodities production and deforestation</i></p> <ul style="list-style-type: none"> <i>2 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 14 points <i>Between 2 and 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 16 points <i>More than 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 20 points 	20
<i>Experience of engaging with the private sector, government and civil society</i>	15
TOTAL	40

FORM 5 - Key Personnel: Country Specific Consultant – Paraguay	
<p><i>A Bachelor's degree in international affairs, agriculture, forestry, environmental studies, natural sciences, social sciences, or other closely related field</i></p> <ul style="list-style-type: none"> <i>Bachelor's Degree</i> 3 points <i>Master's Degree</i> 5 points 	5
<p><i>At least 2 years of experience working in the beef sector in Paraguay and excellent understanding of the local context especially related to commodities production and deforestation</i></p> <ul style="list-style-type: none"> <i>2 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 14 points <i>Between 2 and 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 16 points <i>More than 5 years of experience working in the palm oil sector in Indonesia and excellent understanding of the local context especially related to commodities production and deforestation</i> 20 points 	20
<i>Experience of engaging with the private sector, government and civil society</i>	15
TOTAL	40