

Section 4 Appendix A

CALLDOWN CONTRACT

Framework Agreement with: IPE Global Limited

**Framework Agreement for: Independent Monitoring and Process Evaluation
Regional Framework Agreement (IMPERFA)**

Framework Agreement Purchase Order Number: 7930

**Call-down Contract For: Process Evaluation - Forest Governance, Markets and Climate (FGMC),
Policy Evaluation and Learning Team (PELT)**

Contract Purchase Order Number: 10002

Proj Number : 10035

I refer to the following:

1. The above mentioned Framework Agreement dated **15th April 2019** ;
2. Your proposal of **24th October 2019**

and I confirm that DFID requires you to provide the Services (Annex A), under the Terms and Conditions of the Framework Agreement which shall apply to this Call-down Contract as if expressly incorporated herein.

1. Commencement and Duration of the Services

- 1.1 The Supplier shall start the Services no later than **29th November 2019** ("the Start Date") and the Services shall be completed by **31st August 2021** ("the End Date") unless the Call-down Contract is terminated earlier in accordance with the Terms and Conditions of the Framework Agreement.

2. Recipient

- 2.1 DFID requires the Supplier to provide the Services to the **UK Department for International Development (DFID)** (the "Recipient").

3. Financial Limit

- 3.1 Payments under this Call-down Contract shall not, exceed **Eight Hundred and Eighteen Thousand, Three Hundred and Fifty Pounds (£818,350)** ("the Financial Limit") and is inclusive of any government tax as detailed in Annex B, and which IPE Global Limited have confirmed is not applicable to this procurement.

When Payments shall be made on a 'Milestone Payment Basis' the following Clause 22.3 shall be substituted for Clause 22.3 of the Framework Agreement.

Where the applicable payment mechanism is "Milestone Payment", invoice(s) shall be submitted for the amount(s) indicated in Annex B and payments will be made on satisfactory performance of the services, at the payment points defined as per schedule of payments. At each payment point set criteria will be defined as part of the payments. Payment will be made if the criteria are met to the satisfaction of DFID.

When the relevant milestone is achieved in its final form by the Supplier or following completion of the Services, as the case may be, indicating both the amount or amounts due at the time and cumulatively. Payments pursuant to clause 22.3 are subject to the satisfaction of the Project Officer in relation to the performance by the Supplier of its obligations under the Call-down Contract and to verification by the Project Officer that all prior payments made to the Supplier under this Call-down Contract were properly due.

4.1 The Project Officer is:

ÜÖÖÖÖÖÖ, Climate and Environment Department
Department for International Development

Ü0000V00, Procurement and Commercial Department
Department for International Development

The following of the Supplier's Personnel cannot be substituted by the Supplier without DFID's prior written consent:

[illegible]

6.	Reports
6.1	The Supplier shall submit project reports in accordance with the Terms of Reference/Scope of Work at Annex A.

7. Duty of Care

All Supplier Personnel (as defined in Section 2 of the Agreement) engaged under this Call-down Contract will come under the duty of care of the Supplier:

- I. The Supplier will be responsible for all security arrangements and Her Majesty's Government accepts no responsibility for the health, safety and security of individuals or property whilst travelling.
- II. The Supplier will be responsible for taking out insurance in respect of death or personal injury, damage to or loss of property, and will indemnify and keep indemnified DFID in respect of:
 - II.1. Any loss, damage or claim, howsoever arising out of, or relating to negligence by the Supplier, the Supplier's Personnel, or by any person employed or otherwise engaged by the Supplier, in connection with the performance of the Call-down Contract;
 - II.2. Any claim, howsoever arising, by the Supplier's Personnel or any person employed or otherwise engaged by the Supplier, in connection with their performance under this Call-down Contract.
- III. The Supplier will ensure that such insurance arrangements as are made in respect of the Supplier's Personnel, or any person employed or otherwise engaged by the Supplier are reasonable and prudent in all circumstances, including in respect of death, injury or disablement, and emergency medical expenses.
- IV. The costs of any insurance specifically taken out by the Supplier to support the performance of this Call-down Contract in relation to Duty of Care may be included as part of the management costs of the project, and must be separately identified in all financial reporting relating to the project.
- V. Where DFID is providing any specific security arrangements for Suppliers in relation to the Call-down Contract, these will be detailed in the Terms of Reference.

8. Call-down Contract Signature

- 8.1 If the original Form of Call-down Contract is not returned to the Contract Officer (as identified at clause 4 above) duly completed, signed and dated on behalf of the Supplier within **15 working days** of the date of signature on behalf of DFID, DFID will be entitled, at its sole discretion, to declare this Call-down Contract void.

No payment will be made to the Supplier under this Call-down Contract until a copy of the Call-down Contract, signed on behalf of the Supplier, returned to the DFID Contract Officer.



Department
for International
Development



Signed by an authorised signatory
for and on behalf of
The Secretary of State for
International Development

Name:

Position:

Signature:

Date:

Signed by an authorised signatory
for and on behalf of the Supplier

IPE Global Ltd

Name:

Position:

Signature:

Date:

Section 4 Annex A

Terms of Reference
Forest Governance, Markets and Climate (FGMC)
Policy Evaluation and Learning Team (PELT)
PROJ NO: 10035

1. Introduction

The Forest Governance, Markets and Climate Programme (FGMC) wants to conduct a series of lesson-learning evaluations covering both specific programme results (outcome and impact) and the assumptions underlying them to inform the development of future business cases.

The work will be expected to start by the end of November and continue until end August 2021, although most inputs will be front loaded to the first 12 months.

The Supplier will be responsible for developing and managing the programme of works. As well as a Team Leader who can develop the methodology and build strategic understanding of the sector to help guide and coordinate reviews, the team will include significant expertise in: public policy; governance, economic analysis; livelihoods; and forest trade.

2. Background

The Department for International Development (DFID) leads the UK's efforts to tackle poverty and global challenges in the national interest. The Forest Governance, Markets and Climate Programme (FGMC) is a 10-year, £250 million programme aimed at tackling forest governance failures in timber-producing developing countries, and the consequent market failures that result in illegal exploitation of forest land and resources and the associated trade in timber and other commodities.

Addressing governance failures in developing countries and supporting markets for legally produced timber and commodities grown on forest land are essential elements in global efforts to tackle deforestation and mitigate global warming.

As a DFID flagship programme, FGMC is an important part of the UK government's broader international initiative on climate change. Given the policy nature of the FGMC programme, the programme is led internally within DFID and coordinated across HMG. The Senior Responsible Officer (SRO) for the programme in DFID is supported by an outsourced Programme Support Team (PMST). The PMST manages a portfolio of grants (currently around £40 million to 22 grantees, over 3 years), oversees or supports the work of DFID-managed projects in key countries and supports the SRO in maintaining relationships with partner countries and international organisations.

3. FGMC programme and Theory of Change

FGMC is a policy programme that engages with international and national processes to establish international and national rules and arrangements that recognise forest rights, promotes legality

and ensures a fairer distribution of forest-related benefits. This includes eliminating the trade in illegal forest products and reducing corruption. The programme provides support to these processes through building capacity of private sector, civil society and government stakeholders to engage in forest sector reform processes, through promoting global and national transparency and rule of law and, in a limited number of countries, providing technical assistance to put in place legal and technical elements of a Legality Assurance System.

The overarching Theory of Change for the programme has the underlying assumption that changing and enforcing new rules will induce and ensure behaviour by private actors, governments and civil society that respects the rule of law and promotes legal and sustainable trade, with benefits for local livelihoods, government revenue, and forest condition. Additional, complementary theories of change have been developed for specific policy domains and countries.

The programme has focused largely, but not entirely, on support to Forest Legality Enforcement and Trade (FLEGT) processes (in particular, to the EU FLEGT Action Plan) and to promoting legal trade in timber and wood products. In this final phase, a greater emphasis has been placed on selected forest-risk commodities, often the main source of deforestation. This raises tactical questions as to the appropriateness of the existing theories of change to these commodity chains. Strategically, there is need to collect evidence to inform the formulation of a future business case that might follow on from the current programme and support a possible UK Deforestation Action Plan.

4. Purpose

The FGMC approach is to effect change through policy reforms rather than investment. Where necessary, technical support is provided to facilitate and inform policy formulation processes and to support the capital costs of introducing new policy processes and instruments. Consequently, the focus of this assignment is to assess the outcomes of the policy and regulatory changes, in terms of the changes in the behaviours of key actors, and determine the extent to which, and under what conditions, changes in policy and regulation lead to better impacts.

The question we are seeking to answer are:

“how, why, and under what conditions do forest-related governance and markets change, to what effect and to whose benefit?”

This will help build the evidence base demonstrating the value of the FGMC intervention and its strategic direction and inform the design of future programmes.

FGMC has clearly generated and promoted policy and regulatory concepts and ideas, and this is evidenced through quarterly and annual progress reports. The extent to which the approach has expanded the political space, maintained political momentum and delivered irreversible policy shifts requires independent external assessment.

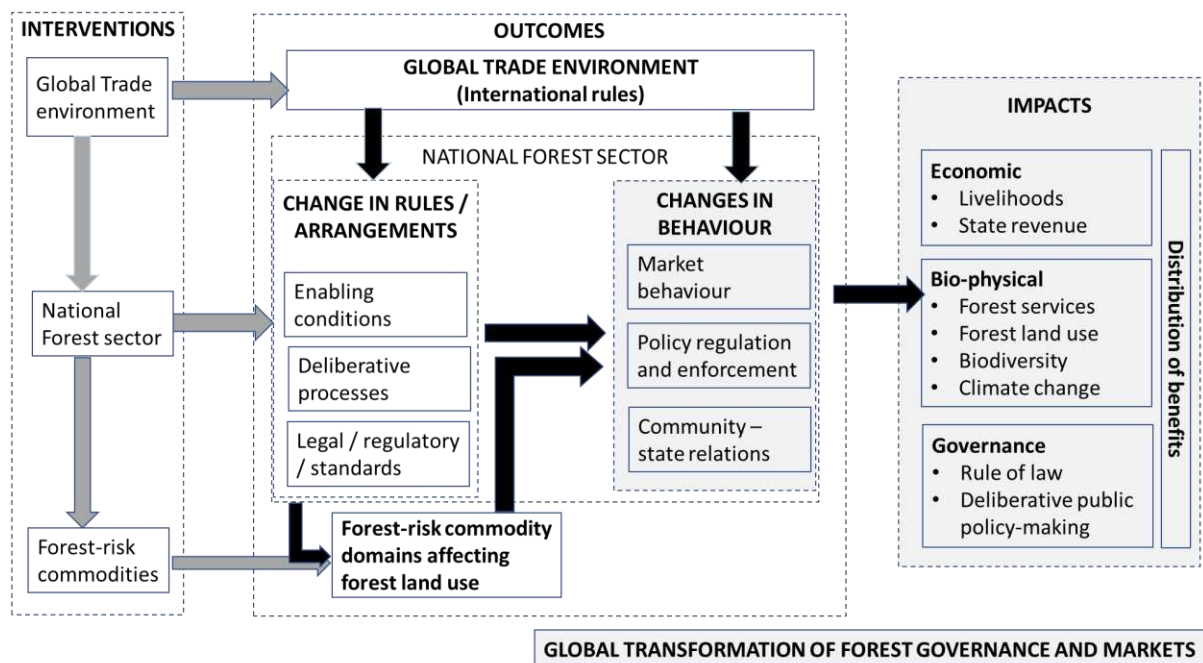
The assignment will therefore focus on gathering evidence regarding the results of market and governance transformation and the validity of the FGMC theory of change and approach (Figure 1). The assignment will not address the high-level assumption that better managed forests contribute to climate change mitigation.

5. Recipient:

The recipient of services is the UK Government Department for International Development.

6. Theory of Change

Figure 1. FGMC Theory of change



In consultation with DFID/PMST, the supplier will:

determine the **results of FGMC's policy influence** (shaded in Figure 1) by describing, assessing and assembling evidence, to the extent possible, of:

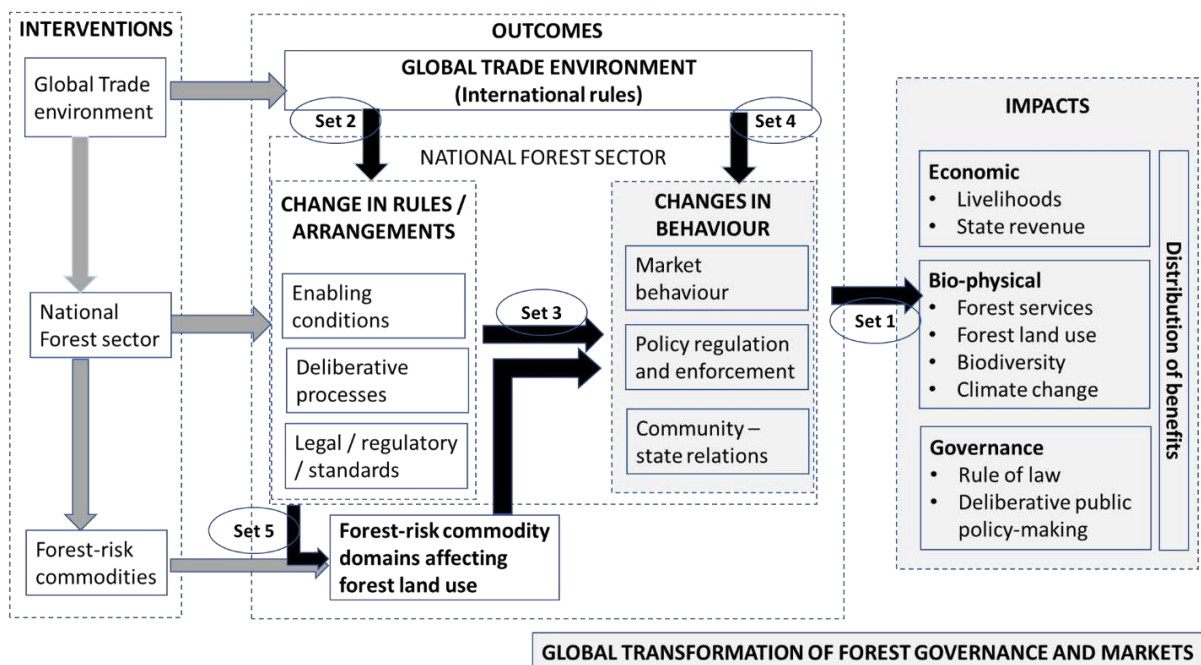
- changes in behaviour (**outcomes**) by different actors (government, private sector and civil society resulting from the changes to the institutional rules);
- the economic, bio-physical and governance results (**impacts**) of these changes in behaviour;
- the **distribution of benefits** (economic, livelihood, trade, climate, IWT, etc) to different classes of beneficiaries, arising from the change in behaviours; and
- the resultant **overall transformation** of forest governance and markets, nationally and internationally.

validate “**proof of concept**” of the FGMC approach i.e. by analysing and evidencing the relevance and significance of the critical underlying assumptions (black arrows in Figure 1), set out in the original Business Case and either updated or implicitly embedded in subsequent Theories of Change; and

set out **lessons** for expansion of activities into Forest-risk Commodity domains and to inform future work

Key assumptions consist of sets of interact connected high-level assumptions (Figure 2).

Figure 2: FGMC Theory of change showing critical assumption sets



Specific assumptions to be tested will be decided jointly by DFID and the supplier at the onset of the programme.

Development hypothesis linking changes in behaviour (final outcomes) to impacts and the distribution of benefits;

Set 1: Assumptions or conditions that determine how international and national policy changes that determine the behaviour of key actors result in benefits and the distribution of those benefits.

Implementation assumptions linking immediate effects to final outcomes:

Set 2: the extent to which changes in the international rules of trade promote changes in national rules and arrangements;

Set 3: the extent to which changes in national rules and arrangements lead to changes in behaviour by national and international actors and changes in the relationships between different actors;
Set 4: assumptions linking changes in behaviour in the timber sector to broader forest-sector changes including forest land use and management, and forest-risk commodity chains; and
Set 5: the extent to which changes in international rules of trade lead to a change in behaviour by national and international actors.

An initial list of assumptions is presented in Appendix 2.

7. Approach

The DFID contact point for this requirement will be the Senior Responsible Officer from the Climate and Environment Department. The supplier will also work closely with the PMST.

A virtual Learning Working Group, managed by the supplier, will be established to coordinate different sources of information and the sharing and synthesis of findings. This will include DFID, PMST, Specialists and selected individuals from a number of partner organisations. The Learning Working Group will meet quarterly and more frequently, as required.

The agreed workplan will be adjusted and maintained to address the questions set out in the purpose. The work plan should consist of specific pieces of work that draw on and cover the FGMC results framework, its overarching and specific theories of change and the underlying assumptions and developmental hypotheses. The workplan should be flexible and capable of responding to issues and events as they arise.

The overall nature of the assignment is 'formative' rather than 'summative' evaluation, where direct engagement with programme management is more critical than independent evaluation. The Team Leader will be expected, while retaining their professional judgement, to participate in FGMC strategic planning and review meetings.

The supplier will make use of a wide range of data sources:

- PMST quarterly reporting will provide not only a record of programme activity but also a record of immediate programme results (i.e. changes in rights, laws, regulations, etc). This will allow the consultant to focus on changed behaviour and the realisation and distribution of benefits.
- EFI data, including the "Documenting Achievements" data base will be made available
- Reports and data from third parties and partners including, but not limited to, FGMC grantees
- Commissioned studies to collect empirical evidence of results.

8. Deliverables

The supplier will prepare a series of around 10 empirical study reports and 10 short briefing **papers according to a workplan agreed in the first quarter.**

Study themes are expected to include, but not be limited to the following topics.

Political science (Outcome and impact of deliberative and other processes);

Livelihoods (a review of FGMC documentation, followed by a number of studies – benefit sharing in Liberia, Corporate Social Responsibility in Ghana, Labour conditions in Indonesia and Ghana

Forest conditions

Trade and market behaviour responses in producer and consumer countries

Country benefits and fiscal /revenue arrangements

Economics (across whole portfolio)

The timeline for deliverables will be developed by the SRO in consultation with the organisational lead / Team Leader . We anticipate front loading the contract with most of the substantial reports to be delivered before June 2020 (i.e. up to 75% of the contract cost may be incurred in the period between end November 2019 and June 2020).

Figure 3. Deliverables, timeline and estimate of effort

Product	Responsibility	Year 1 (from start date)				Year 2				Payment by
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Learning Group	T/L+ PMST+ Partners	x	x	x	x	x	x	x	x	Inputs
Work-plan	T/L + PMST	x								Inputs
Reports	T/L + specialists		x4	x3	x1	x1	x1			% of inputs and % milestone
Briefing notes	T/L + specialists			x2	x2	x2	x2	x2		% of inputs and % milestone
Synthesis report	T/L				X				X	% of inputs and % milestone

Within the first three months of the contract (Qtr1 in Fig 3) the Team Leader in consultation with DFID and the PMST will prepare a work programme, select and brief specialists, draw up terms of

reference and make arrangements for each study. Each study will be preceded with a review of project documents and reports (provided by PMST).

The finalised and agreed, work programme, specific assumptions to be tested and agreed studies will be added as an Annex to this contract by way of a contract amendment and updated as and when further changes are agreed.

In the period after June 2020, a smaller number of follow up studies will be planned, and an overall synthesis of results and lessons learned prepared.

Wherever possible, delivery of reports should be timed to optimise inputs to the DFID Annual Review process (deadline for inputs 30 June each year), FGMC learning events, communication strategies and other strategic events. More strategically, the products will present lessons learned and inform the preparation of any future related business cases.

9. Personnel

The suppliers Team leader will act as a single point of contact throughout the life of the contract for all communication, and who will coordinate a team comprising of staff with expertise in the following areas:

- Governance and public policy
- Economic analysis
- Political science
- Livelihoods
- Forest & Trade analysis

An expected indicative list of responsibilities and outputs is presented in Appendix 3.

10. Contracting arrangements

The contract will consist of a number of specific pieces of work within the overall framework and annual workplan. Each of these pieces of works will be planned separately with specific Terms of reference (Statement of work) prepared, budgeted and agreed in advance. A minimum of 25% of the Supplier's fees will be contingent on meeting report delivery milestones . Suppliers can propose in excess of this figure.

DFID approval or comments and requests for amendments will be provided in writing to the Supplier within 14 days of receipt of a report. Should DFID not be satisfied with the draft report the Supplier will be required to resubmit with 10 days .

The Supplier will invoice DFID quarterly in arrears, with invoices comprising: actual expenses; appropriate percentage of fees incurred in the period (after milestone-linked percentage deducted) and; milestone amounts linked to approval of reports delivered in the period .

Provisional schedule of delivery for individual reports

Table 1

Year	Quarter	No of study	No of	No of briefing notes
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		reports	synthesis reports	
2019/20	Nov-Dec	n/a		
	Qtr 4 (Jan-Mar)	3		2
2020/21	Qtr 1 (Apr-June)	4	1	2
	Qtr 2 (July-Sep)	1		2
	Qtr 3 (Oct-Dec)	1		2
	Qtr 4 (Jan-Mar)	1		2
2021/22	Qtr 1 (Apr-Jun)		1	
Totals		10	2	10

Note: The delivery of synthesis reports and briefing documents will be the responsibility of the Team leader.

Reports will be prepared as standalone documents, to a “sub-academic journal” standard that allows distribution and review. Draft reports will be shared for review with final copies produced within agreed deadlines. Specific requirements will be agreed in advance of each study.

Briefing documents will be shorter (2-4 pages) and more readily accessible by a wider audience. Specific requirements will be agreed in advance.

11. Total Budget

A maximum budget of £ **818,350**, inclusive of any applicable taxes, has been allocated for this work.

12. Time Frame and Breakpoints

The contract is expected to run for 22 months from November 2019 to August 2021 and will include a breakpoints at end of Year 1, to allow DFID to evaluate the programme requirements and supplier performance.

13. Extension Options

The contract includes the option to extend for a maximum of 12 months at DFID’s discretion and subject to business needs.

14. Duty of Care

The Supplier ensures the highest standards of ethical and professional conduct, respecting transparency obligations, environmental sustainability and social responsibility.

The Supplier is responsible for the safety and well-being of their personnel and third parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

DFID will share available information with the Supplier on security status and related developments in-country where appropriate.

The Supplier is responsible for ensuring appropriate safety and security briefings for all of their

Personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCO website and the Supplier must ensure they (and their Personnel) are up-to-date with latest information.

The Supplier must develop their proposal on the basis of being fully responsible for Duty of Care.

They must confirm in their bid that they:

Fully accept responsibility for Security and Duty of Care of all programme Personnel;

Understand the potential security risks and have the knowledge and experience to develop an effective risk mitigation plan;

Have the capability to manage their Duty of Care responsibilities throughout the life of the programme.

Acceptance of Security and Duty of Care responsibility must be supported with evidence of capability and DFID reserves the right to clarify any aspect of this evidence. In providing evidence the bidders should consider the following :

The Supplier will be required to complete an initial assessment of potential risks that demonstrates your knowledge and understanding of the security environment in Liberia, and are you satisfied that you understand the risk management implications (not solely relying on information provided by DFID)?

The Supplier will be required to prepare an outline plan that they consider appropriate to manage these risks at this stage (or will you do so if you are awarded the contract) and are confident/comfortable that they can implement this effectively?

The Supplier will be required to ensure that their staff are appropriately trained (including specialist training where required) before they are deployed and ensure that on-going training is provided where necessary?

The Supplier will have an appropriate mechanism in place to monitor risk on a live/on-going basis (or will you put one in place if you are awarded the contract)?

The Supplier will ensure that their staff are provided with and have access to suitable equipment and ensure that this is reviewed and provided on an on-going basis?

The Supplier will have appropriate systems in place to manage an emergency/incident if one arises?

As part of its Duty of Care Policy, DFID has assessed the risks of working in countries which may be visited under this contract (the likeliest being Ghana, Republic of Congo and Indonesia). This assessment is provided to allow the Supplier to take reasonable steps to mitigate risks where necessary.

Date of Assessment: Sept 2019

DFID Risk Score						
Theme	Liberia	Ghana	ROC	Guyana	Indonesia	China
OVERALL RATING	3	1	2	2	3	2
FCO travel advice	3	1	2	2	2	1
Host nation travel advice	Not available	Not avail	Not avail	Not avail	Not avail	Not avail
Transportation	3	2	3	3	2	1
Security	3	2	2	1	3	3
Civil unrest	3	1	3	2	3	2



Violence/crime	4	2	2	4	3	2
Terrorism	1	1	1	1	3	1
War	2	1	1	1	1	1
Hurricane	1	1	1	1	1	2
Earthquake	1	1	1	1	3	2
Flood	2	1	1	3	2	2
Medical Services	4	2	4	3	2	2
Nature of Project	1	1	1	1	1	1

key for scoring:

1 Very Low Risk	2 Low Risk	3 Med Risk	4 High Risk	5 Very High Risk
Low		Medium	High Risk	

15. General Data Protection Regulations (GDPR)

Please refer to the details of the GDPR relationship status and personal data (where applicable) for this project as detailed in Annex 1 and the Framework agreement standard clause 33 in section 2 of the Framework Agreement Contract.

Annex 1 : Schedule of Processing, Personal Data and Data Subjects

The completed schedule will be agreed formally as part of the contract with DFID and any changes to the content of this schedule must be agreed formally with DFID under a Contract Variation.

Description	Details
Identity of the Controller and Processor for each Category of Data Subject	<p>The Parties acknowledge that for the purposes of the Data Protection Legislation, the following status will apply to personal data under this contract:</p> <ol style="list-style-type: none"> 1) The Parties acknowledge that Clause 33.2 and 33.4 (Section 2 of the framework agreement) shall not apply for the purposes of the Data Protection Legislation as the Parties are independent Controllers in accordance with Clause 33.3 in respect of Personal Data necessary for the administration and / or fulfilment of this contract. 2) For the avoidance of doubt the Supplier shall provide anonymised data sets for the purposes of reporting on this project and so DFID shall not be a Processor in respect of Personal Data necessary for the administration and / or fulfilment of this contract.

Annex 2: Critical assumptions

A. Indicative initial list of critical assumptions for assessment

A.1 Development hypothesis (Set 1):

- a) Has improved governance (changes in rights, policies, laws, rules etc) led to **livelihood and poverty benefits** links. Under what circumstances? If not, why not?
- b) Has, and under what circumstances does, the use of **trade instruments** incentivise policy reform?
- c) The role of **Influencing** - nationally and globally – within the programme. What has worked or not and why?

A.2 Implementation assumptions (Sets 2-5):

- d) The extent to which nationally-owned **deliberative processes** for public decision-making gives rise to legitimacy around legal and regulatory decisions? Are such decisions seen as being fairer and less arbitrary? Whether, as a result, such decisions are more enforceable?
- e) The importance or otherwise of **legal and regulatory frameworks** in determining behaviour and affecting impacts.
- f) The extent and how **standards** are defined in a political context in which (inclusive) national voices determine governance concerns rather than an external absolute standard, such as those often applied in Due diligence systems. What is behind the setting of standards? How are national standards framed in law?
- g) Has the focus on **transparency** had a significant impact on accountability?
- h) The extent to which the **capacity of actors** to engage in national and international processes shaped outcomes? Clearly the absence of voices (SMEs, Indigenous people, women, IWT, etc) reduces the legitimacy of the settlement. However, beyond this, how has the capacity (positioning, resources, intelligence, etc) of government, civil society and private sector to engage in decision-making and to hold each to account.

B. Original Business case assumptions

B.1 Outcome to Impact assumptions

- Improving forest governance contributes to reduced illegal practices for both timber and other forest risk commodities.
- Effective deliberative multi-stakeholder processes enable pro-poor decisions to be made relating to forest, land tenure and market reforms at national and international levels.
- Obtaining tenure rights incentivises investment in the land, resulting in economic and environmental benefits.
- Reduced trade in illegal timber and other forest risk commodities contributes to reduced deforestation, increased biodiversity, increased government revenue and improved livelihoods for forest and wood product dependent people.
- Market reforms lead to strengthened land and forest sector governance in countries producing timber and forest risk commodities.
- Market reforms provide access to global markets for small- and medium-sized producers of timber and forest risk commodities employing sustainable production practices, to the benefit of forest dependent communities and the environment.

B.2.1: Output 1 to Outcome assumptions

- Building capabilities with evidence leads to greater levels of participation and degree of influence on decision making to promote the FLEGT VPA agenda.
- A nationally-owned process is necessary to ensure sustainable tenure rights for communities.
- Political momentum for change is enhanced through effective VPA facilitation processes.
- Legality Assurance Systems provide sufficient guarantee to inspire consumer and private sector confidence; which contributes to state revenue and a reduction in trade in illegal timber.
- Effective poverty and governance impact assessment and monitoring prevents and mitigates adverse effects of the VPA on forest and wood product dependant people.

B.2.2: Output 2 to Outcome assumptions

- Successful implementation and enforcement of the EUTR will compel producer country governments, civil society and the private sector to negotiate and successfully implement VPAs.
- Increased availability of Information regarding the illegality of timber and enhanced systems to collect and convey this information are necessary for effective implementation and enforcement of the EUTR.
- Operators will demand that suppliers and third parties provide better quality and more accessible information needed for them to comply with their due diligence obligations under the EUTR.
- Effective implementation of the EUTR encourages markets and other consumer countries to adopt policies and laws regarding illegal timber.

- Information generated through the effective operation of the EUTR is taken into consideration by investor due diligence and risk assessment policies and processes.

B.2.3: Output 3 to Outcome assumptions

- A strong community of practice leads to a global constituency with the ability to promote the FLEGT agenda.
- Political momentum in the UK and EU are important to the reduction of illegal logging on a global scale.
- Topics discussed at FLEGT events are relevant and learning is consolidated.

B.2.4: Output 4 to Outcome assumptions

- Coherence between FLEGT, REDD+ and processes around forest risk commodities leads to improved management of natural resources and reduced deforestation.
- Lessons from FLEGT are relevant and can be adapted for other forest risk commodities.
- There is an appetite to transfer lessons from FLEGT VPA processes to other forest risk commodities in producer countries and by EU and Member States

Annex 3: Personnel Outputs

A. PELT Team Leader:

The PELT team leader will:

- i) attend FGMC programme meetings and engage with the PMST and DFID from time to time with FGMC partners (facilities, projects, grantees and others);
- ii) prepare, with PMST, a programme of work and indicative calendar over 2 years to the end of the programme to
 - a. produce a number of set piece analytical report or think pieces (as described above); and
 - b. undertake 'studies' to collect and present empirical evidence.
- iii) develop TORs and manage each study as a standalone "mini-projects" feeding into the wider policy learning agenda. Each study will clearly define the purpose, outputs, activities and schedule, together with resource requirements and budget. These will be approved by DFID in advance of work; and
- iv) produce a series of strategic and analytical reports and think pieces that bring together theory and evidence in the content of evolving programme thinking.

A small team, with relevant expertise, will be contracted under the leadership of the team leader for each study.

Skills:

- A. The **Team Leader** will be required to draw on extensive expertise in Monitoring and Evaluation of development programmes . A background in Natural Resource Governance and / or commodity trade is essential.

There will be a requirement to undertake and utilise:

- I. analytical rigour and use data to make strategic arguments;
- II. leadership and management skills to set up studies, recruit subject matter specialists, manage the logistics involved;
- III. Undertake high level of writing, presentational and communication outputs.

There may be a requirement to :

- IV. Demonstrate understanding and expertise in one or more of the FGMC focused countries or processes
- V. Utilise French language skills
- VI. Manage and provide facilitation skills throughout the duration of the contract

B. Team Members:

The PELT will comprise a small team, who should have skills in Economic Analysis , Political Science, Livelihoods and a specialism in Trade and Forestry . Other specialist areas may be required to be sourced, as required and in line with agreed TORs for each mini-study.

Outputs:

1. Economy

There is a requirement to focus on the overall economic returns to the policy reforms including estimating future values and factoring in non-quantifiable benefits. In addition, there will be a requirement to estimate changes in forest sector revenue accruing to governments from the policy and regulatory reforms.

The team will be required to demonstrate extensive knowledge and demonstrable expertise of:

- evaluating the impact of policy and regulatory change
- considering the impact of trade on governance reforms and vice versa
- assessing global policy programmes

2. Political Science

There will be a need to focus on the governance and policy aspects of FGMC at both a global and national level. In particular, the team member(s) will have extensive experience in examining the nature and impact of “deliberative” public decision-making and its contribution to new state-society relations and fairer, more legitimate and enforceable decisions.

In particular, we expect examination of:

- a) the nature and impact of deliberative public decision-making, the contrast between deliberative and consultative systems and the knowledge of this approach in different international policy domains and countries; and
- b) the links between legal frameworks and the institutional arrangements which determine outcomes and impacts and the contrast and effectiveness between (voluntary) business standards and (mandatory) government regulation

The team member(s) will be required to articulate extensive knowledge and demonstrable expertise of delivering different forms of public policy-making and the assessment of its impact.

3. Livelihoods

This scope area will focus on livelihood, social and community impacts of policy and behaviour change. This will involve:

- a) reviewing existing documentation and discussions with partners;
- b) identifying issues and geographies leading to a work plan to collect evidence;
- c) preparing a report (or series of reports) on the livelihood impacts of the programme

The team member(s) will be required to articulate extensive knowledge and demonstrable expertise of

- working on forest-related livelihood issues in several FGMC focus countries in both Africa and Asia, and including but not limited to Indonesia and Ghana
- collecting empirical evidence and relating to policy measures
- analysing and documenting site-specific evidence within a wider policy context

4. Forest Trade

The team member will have extensive experience to allow for articulating focussed knowledge on forest product trade and consumption, forest area and land use changes and illegal logging. as well as providing information using extensive knowledge and demonstrable expertise of global trade and land use data, particularly centred on Chinese trade and investments.



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Section 4 Annex B

Cost Breakdown Proforma 'F9857 H98