

Call-down Contract

Terms of Reference

Independent outcome monitoring and mid-term review of the Forest Governance, Markets and Climate Programme (201724)

INTRODUCTION

1. The Department for International Development's (DFID) Forest Governance, Markets and Climate Programme (FGMC) is a 10-year, £250 million programme aimed at tackling forest governance failures in developing timber-producing 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.
2. The programme aims to combine "demand-side" actions in European and other consumer countries, and "supply-side" actions in developing timber-producing countries. This will result in reductions in the consumption and production of illegal timber and other illegally-sourced commodities that drive illegal forest clearance and deforestation, such as soybean, palm oil, beef and leather.
3. FGMC provides the UK contribution to the EU Forest Law Enforcement Governance and Trade (FLEGT) Action Plan, as part of a global effort to tackle deforestation. It is one element of the UK's broader initiative on international forestry and climate under the International Climate Fund (ICF). It will be implemented as part of broader UK efforts to reduce emissions from deforestation and forest degradation (REDD+).
4. FGMC's business case (<http://devtracker.dfid.gov.uk/projects/GB-1-201724/documents/>) covers the period 2011-2021. Funding totalling £163 million is approved up to 31 March 2018. Funding beyond that date will be confirmed on the basis of programme performance.
5. The programme is overseen by a Steering Committee comprising officials of the three government departments that govern the ICF, DFID, the Department for Environment Food and Rural Affairs (Defra), and The Department for Energy and Climate Change (DECC). It is managed by a Senior Responsible Officer in DFID's Climate and Environment Department. Since April 2015 management support, including the routine monitoring of delivery partners and consolidation of output level results, has been outsourced to a Programme Management Support Team (PMST).
6. Itad and Triple Line have been working from July 2013 to September 2015 as the independent review team (IRT) of the Forest Governance Market and Climate (FGMC) Programme. These ToR refine the scope and extend the duration of work begun under that previous contract.

7. FGMC's intended Outcome is "Governance and market reforms that reduce the illegal use of forest resources and benefit poor people". Within this broad objective the logical framework (Annex 2) sets out four anticipated Outputs, namely:
- a) *Engagement by multiple stakeholders increased and sustained in targeted producer and processing countries;*
 - b) *Public policies and private business standards that tackle trade in timber and other commodities from illegal forest practices*
 - c) *Increased knowledge and momentum for change*
 - d) *Coherence between programmes on forests and deforestation at national and international levels*
8. The Outcome and each Output has a set of indicators to measure progress, a defined 2020 target and milestones. The logical framework is published here <http://devtracker.dfid.gov.uk/projects/GB-1-201724/documents/>
9. The activities being undertaken to achieve these outputs include:
- a) Accountable grants to not-for-profit organisations;
 - b) Memoranda of Understanding with international organisations and governments;
 - c) Contracts with Service Providers engaged under DFID's Forestry Framework; and
 - d) Individual fixed-term contracts for advisors and support staff.
10. For the 2015-18 period programme monitoring at output level is the primarily the responsibility of the PMST. DFID is seeking to engage a Service Provider to supplement this monitoring with independent monitoring of the programme at outcome level, and to deliver an independent mid-term review of the project in 2017.

OBJECTIVE

11. To provide independent monitoring of the programme at outcome level, identifying constraints and opportunities and to provide assurance that the programme remains strategically on track; and to deliver an independent mid-term review of the project in 2017, taking stock of progress since 2011 and informing consideration of further work under the programme .

RECIPIENTS AND CLIENT OF SERVICES

12. The client and recipient of the Services is the UK Department for International Development (DFID).

SCOPE OF SERVICES

13. The services will be performed by a team with knowledge of and expertise in the subject matter covered by FGMC programme, including but not limited to:

- International trade in timber and other commodities and related controls and standards;
- Forest sector policy and legislative reform;
- Environmental and social issues in the forest sector, including those related to tenure rights, and forests and climate change;
- International development and theory of change, and appropriate monitoring techniques to assess programme implementation.

14. The services will be divided into 2 work-streams i) **outcome monitoring** (2016-2017) and ii) a **mid-term review** in 2017. Generic tasks will include: literature review, visits to supply and demand countries, key stakeholder interviews in the various regions, collection and analysis of data, preparation of outcome monitoring reports, and presentation to DFID.

15. The mid-term review (MTR) will draw together information from a very wide array of sources. The MTR will assess progress made against FGMC's outputs, outcomes and will reflect on impact as far as possible. The MTR will be theory-based and test theory of change assumptions, as well as assessing against DAC criteria. The MTR will take the timeframe of the programme analysing progress from its initiation in 2011 to June 2017.

16. A more detailed description of the methodologies to be used for these two different work-streams is presented in Annex 1.

OUTPUTS

17. The outputs of work-stream 1 **outcome monitoring** will include :

- a) Independent ongoing assessment and analysis of progress on market and governance reforms at the outcome level in a number of supplier, processor and consumer domains of the FGMC programme and the interlinkages between them. Specifically the service provider will investigate progress in two supply regions and two market domains.
- b) During the first stage of this work-stream the IRT will develop and agree a detailed approach to outcome monitoring drawing from the PMST's strategic review of the programme and the revised theory of change, providing a measure of transformational change

(using ICF guidance) and including a workplan and future outcome review questions. The approach will be aligned to complement PMST output monitoring.

- c) Ad-hoc reviews to provide additional intelligence and analysis to meet specific programme needs. DFID will prepare specific TORs for any additional piece of ad hoc work. For the purposes of planning, the programme anticipates a need for 2 independent reviews. In 2016, the IRT will review specific bilateral FGMC support in China and Indonesia.

18. The output of work-stream 2 will be a MTR that:

- a) addresses the central question *“To what extent has FGMC contributed to improved forest governance and market reforms, how, and under what circumstances?”* what is the likelihood of reaching stated aims?
- b) examines the programme against DAC criteria reflecting on the relevance of FGMC interventions; responsiveness to changing contexts; impact; sustainability; equity; and value for money.
- c) makes recommendations for continuation of the programme beyond 2018.

The detailed methodology for the MTR will be agreed with DFID in the first quarter of 2017.

REPORTING

- 19. A detailed outcome monitoring framework will be drafted, aligned to PMST output monitoring and agreed with DFID by February 2016. This will include agreed transformational change indicator for FGMC.
- 20. The Service Provider will deliver outcome monitoring reports on one supply region and one market domain in 2016, and one additional supply region and one additional market domain in 2017
- 21. Ad hoc review reports will be delivered to deadlines determined on a case by case basis
- 22. The MTR will be drafted by 31 May 2017, and finalised by 30 June 2017.

START DATE AND DURATION

- 23. The services will start at the end of December 2015 and run to December 2017.

DUTY OF CARE

- 24. The Supplier will be responsible for the safety and well-being of their Personnel whilst they are in countries covered by the programme (as defined in DFID's standard Terms and Conditions) and Third Parties affected by their

activities during the course of this programme, including having appropriate security arrangements in place for their domestic and business property. Due diligence undertaken on grantees should also include scrutiny of Duty of Care policies. DFID will share available information with the Supplier on security status and developments in-country where appropriate.

25. The Supplier is responsible for ensuring appropriate safety and security briefings for all 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 the latest position.
26. This Procurement may require the Supplier to operate in a seismically active zone and is considered at high risk of earthquakes. Minor tremors are not uncommon. Earthquakes are impossible to predict and can result in major devastation and loss of life. There are several websites focusing on earthquakes, including <http://geology.about.com/library/bl/maps/blworldindex.htm>. The Supplier should be comfortable working in such an environment and should be capable of deploying to any areas required within the region in order to deliver the Contract (subject to travel clearance being granted).
27. This procurement may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier should be comfortable working in such an environment and should be capable of deploying to any area required within the region in order to deliver the Contract (subject to travel clearance being granted).
28. The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in seismically active, dangerous, fragile and conflict-affected environments). The Supplier should ensure their personnel receive the required level of training and, if appropriate, complete a UK government approved hostile environment training course (SAFE)¹ safety in the field training prior to deployment.
29. Tenderers must develop their PQQ Response and Tender (if invited to tender) on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment matrix prepared by DFID (see Annex 1 of this ToR). They must confirm in their PQQ response that:
 - They fully accept responsibility for Security and Duty of Care
 - They understand the potential risks and have the knowledge and experience to develop an effective risk plan

¹ UK Government approved hostile environment training course is known as SAFE (Security Awareness in Fragile Environments). The course should be booked through DFID and factored into the commercial tender.

- They have the capability to manage their Duty of Care responsibilities through the life of the contract
30. If you are unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, your PQQ will be viewed as non-compliant and excluded from further evaluation.
31. Acceptance of responsibility must be supported with evidence of Duty of Care capability and DFID reserves the right to clarify any aspect of their evidence. In providing evidence, interested Suppliers should respond in line with the Duty of Care section in Form E of the Pre-Qualification Questionnaire (PQQ).

Annex 1: Risk Scores for Countries of Operation

No	Country	Violent Crime and Disorder	Terrorism
1	China	2	1
2	Indonesia	3	3
3	Liberia	4	1
4	Ghana	3	1
5	Central African Republic	4	4
6	DRC	5	2
7	Cote d'Ivoire	4	1

DFID Duty of Care to Suppliers				
5 Very High	4 High	3 Medium	2 Low	1 Very Low

