
EUROPEAN FOREST INSTITUTE

TENDER SPECIFICATIONS

PROCUREMENT REFERENCE NUMBER: 3-15.2-2021-EFITAP

PACIFIC FOREST GOVERNANCE PROGRAMME

**Regional Facilitator to Strengthen Forest Governance in Papua New Guinea,
Solomon Islands, and the Pacific**

1. TERMS OF REFERENCE

1.1. Introduction

The United Kingdom has been a leading actor in contributing to and reshaping the international agenda on combatting illegal logging for several decades. Through its Forest Governance Markets and Climate (FGMC) programme it supports reform of the global timber market to tackle illegal logging; promote legal timber trade; support community engagement in the management of, and benefit from, forest resources.

The UK is committed to support sustainable forest governance in the Pacific through a Regional Forest Governance Programme with initial support activities planned in Papua New Guinea (PNG), the Solomon Islands (SI), Fiji and other Pacific Island Countries. The UK support will be provided through the European Forest Institute's Technical Assistance Project (EFITAP). The European Forest Institute (EFI) is a Pan-European International Organisation established by European States.

The European Forest Institute's Technical Assistance Project (EFITAP) was established to support the implementation of Technical Assistance projects in countries where a particular Government has made a request to the UK's Foreign Commonwealth and Development Office (FCDO) to support forest governance reforms. As part of the support EFITAP is seeking the services of a contractor to fulfil the role of a Pacific Forest Governance Facilitator (FGF) with a focus upon PNG and SI and regional engagement in other Pacific Islands Countries. Facilitation ensures the quality of national deliberations and helps clarify misunderstandings and promote lesson learning thereby helping to secure effective implementation of a nationally owned sector reform agenda.

1.2. Background to PNG, SI and the Pacific Island Countries

Papua New Guinea

PNG is one of the world's most diverse countries. Approximately 80% of its population live in remote rural areas with few, or no facilities, and depended on subsistence agriculture. The country is typified by an extremely high biodiversity and its forests provide habitat for around 250 species of mammals, 20,000 species of plants, 1,500 species of trees and 750 species of birds, half of which are unique to the island. Deforestation rates remain relatively low but are increasingly being threatened by the conversion of forest to other non-forest land uses, unsustainable logging, and mining.

PNG's economy is dominated by the exploitation of its natural resources by foreign owned companies that hold almost all logging concessions and oil palm plantations in PNG. China has for the past 20 years been the main market for round logs from PNG (approximately 96%) with remaining timber products (primary products and limited value-added products) being exported to Australia, New Zealand, and Taiwan. Other agricultural products being exported to Asian markets include Palm oil, cocoa, and copra. PNG has over the past few years strengthened its trade and diplomatic relations with China. In 2019, they became signatories to the USD 1 trillion China's Belt and Road Initiative.

Governance of its natural resources is depicted by a central state which is influenced by local identities and affiliations; natural resources are often the subject of tensions between regions /provinces and the central state. Non-state forms of authority, customary and church systems predominate in the regions and provinces where the presence of the state authority and delivery of public services remain limited. Conflicts are mainly related to

natural resources and driven by the complex nature of land ownership and access with roughly 90% of the land area falling under clan-based customary land ownership.

Another politically complex situation arises from the specific relationship with the Autonomous Region of Bougainville. The fragile relations with the Government of PNG is the result of (and further strained by) an estimated 90% of the land area falling under clan-based customary land ownership but with logging and mining concessions issued from the national government leading to deforestation, the unfair distribution of royalties and other adverse impacts.

The 'new' national government (2019), under leadership of Prime Minister Hon. James Marape, has publicly committed itself to numerous governance reforms needed in PNG. Furthermore, provincial governments such as East Sepik and Oro, have also demonstrated an interest in tackling forest legality and sustainability issues at local level. Notwithstanding such commitments, the administration remains faced with numerous governance challenges – particularly in relation to the forest sector.

Solomon Islands

SI, situated east of PNG, consists of 6 major islands and over 900 smaller islands; it is a highly forested country with almost 90% of the land mass covered with forests. The population is divided by the ocean between islands, and by mountainous terrain within most islands. Due to a combination of steep topography, poor soil, and high average rainfall levels in many places, agricultural land represents only 3.9% of the total land area. More than 83% of the population resides in rural areas, with rural villages often comprising fewer than 20 households. Approximately 85% of land area in Solomon Islands is designated as customary land not meant to be available for commercial use.

Although not as diverse as PNG more than 230 varieties of orchids and other tropical flowers occur within this island landscape; mammals are scarce on the islands being limited to terrestrial mammals such as bats and small rodents. Birds and reptiles are, however, abundant. Although the reported deforestation rates appear low this highly forested country's forests have come under increasing pressure from unsustainable forestry activities and conversion of forest to subsistence agriculture which supports the proposition that the actual deforestation rate may be much higher than current conservative estimates.

SI's economy, as is the case with PNG, is dominated by the exploitation of its natural resources (logging, agriculture, fisheries, and mining) by foreign owned companies. China has been the main market for round logs from SI (approximately 90%) with remaining timber products (primary products and limited value-added products) being exported to Australia, New Zealand, and Taiwan.

Although the central state dominates the country's natural resource governance the reach of the state remains limited beyond urban areas. Governance tensions include contested state legitimacy, uneven development, poorly managed urbanization, and contested control over land (including the complex and contested nature of land ownership) and natural resources.

Pacific Island Countries

Forest resources in other Pacific Island Countries are equally of importance, not only from an economic and from a biodiversity and ecological perspective but also from the perspective of communities whose livelihoods

depend on the integrity and preservation of such resources. Commercial logging and the conversion of forest land for agriculture to meet the needs of growing populations increasingly threatens the region resulting in deforestation (and degradation) that threatens associated cultures. The role of plantations is increasing in some PICs presenting both risks and opportunities. Countries are often marked/ described as having 'weak states and governance structures' that are in need of reform to strengthen forest governance and sustainable natural resource management.

1.3. Facilitation Support

Effective forest governance, and associated reforms needed to strengthen forest governance, requires the support of all stakeholders and their commitment to work together to strengthen the sector governance. Facilitation support aims at encouraging the effective and inclusive participation these stakeholders in shaping the forest governance reform agenda within a country context.

1.3.1 Scope and Objectives

The Pacific Forest Governance Facilitator will support:

- a. Deliberative engagement, dialogue, and exchanges between stakeholders in PNG, SI and across the wider region (Pacific Island Countries) on forest governance including identifying possible means of addressing such forest governance challenges.
- b. Facilitating knowledge exchanges (south-south learning) between PNG, SI, and PICs and other Asian, or Caribbean countries on governance reforms and sustainable management of forests
- c. Support the implementation of short/medium term FGMC technical assistance ie analytical works such as forest economic diagnostics provided through EFITAP. In addition to support provided through EFITAP certain activities may also be supported through the British High Commissions in country. Notwithstanding the delivery mechanism these short/ medium term activities implemented are designed to deliver practical and tangible contributions in country in support of governance reforms taking place in the context of climate change and commodity trade.
- d. Support improved understanding of the British High Commissions, the FGMC Programme, and EFITAP on forest governance challenges and opportunities. The FGF will help inform future support activities as well as create an enabling environment for potential programme support under FGMC2, or other support programmes.

1.3.2 Tasks and activities

This section provides an overview on anticipated general tasks and activities that will be performed by the FGF whereafter specific consideration is given to PNG, SI and other Pacific Island Countries. Notwithstanding the general and specific tasks listed the FGF is expected to prioritise a comprehensive assessment of forest management and associated governance challenges with a view of informing the potential for UK FCDO support for a Pacific Forest Governance programme.

1.3.2.1. General

The general tasks and activities of the FGF will include:

- a. Keeping updated and informed on the forest sector developments, trends, challenges and gaps within the sector as well as updated and informed on existing support programmes (by international partners/organisations) in PNG, SI, and the region by actively –
 - Engaging with the relevant national stakeholders (government departments, civil society organisations/groups, non-governmental organisations, communities, other platforms, and private sector representatives/ associations) on forest sector related activities, developments, challenges, and other issues.
 - Liaising with sector support programmes including technical programmes/projects, international partners/organisations, donors, and other relevant support provided to, within the sector.
 - Engagement with relevant regional institutions and stakeholders.
- b. Conducting a ‘stakeholder mapping’ of all relevant sector stakeholders including representatives of civil society groups, communities and community platforms, and the private sector. Consideration will be given to any relevant and existing work previously undertaken in this regard.
- c. During this ‘stakeholder mapping’ the FGF will identify concerns and challenges that are of importance to each stakeholder grouping. Existing entry points for such discussions and effective engagement (see point e. blow) can include –
 - Ongoing regulatory reforms and revisions,
 - Participation and engagement in forest and land-use related policy processes including due process in the identification, acquisition, allocation, and monitoring of concessions,
 - Institutional capacity to monitor and manage activities in the sector (and its consequence),
 - The viability and sustainability of the forest and land-use sector and its impacts on livelihoods (broader perspectives including growing aspirations for development),
 - Access to information, transparency, and decision-making within the sector.
 - Regional and global demands for wood and wood-based products and services (the dominant role of China; supply and demand side interventions).

Note: a full list of entry points will be discussed and developed together with the FGF once appointed.

- d. Identify opportunity(s) for a deliberative process to address forest governance issues and reforms, strategise on how to realise a deliberative process, and then take steps to stimulate related forest governance reforms.
- e. Facilitating the involvement of non-government stakeholders in necessary dialogue and consultations relating to the forest governance challenges, particularly local civil society groups, representatives of community platforms and the private sector.
- f. Facilitating the effective engagement of national stakeholders in the dialogue and consultations on forest governance issues by -
 - Promoting ownership and understanding of the processes, benefits, and requirements of implementing governance reforms (including legislative review) as well as issues and topics under discussion by all stakeholders.

- Encouraging stakeholders to participate and express their positions through positive and constructive interactions.
 - Identify the difficulties in the effective participation of stakeholders and promote a good understanding of the respective points of view of the actors.
 - Work in collaborative and coordinated manner to ensure the effective participation of the various ministries and state institutions, the private sector, and civil society in addressing forest governance concerns and implementing the national reforms needed.
- g. Facilitating the coordination, engagement, and involvement of the relevant government stakeholders in actions required for the necessary dialogue and consultations on the forest governance challenges, particularly local civil society groups, representatives of local communities.
- h. Facilitating and supporting discussions and processes with all relevant stakeholders on policy and legislative reforms required within the sector.
- i. Contributing to a coordinated donor approach to supporting forest sector reform(s) by
- keeping informed and informing donors/ projects of
 - potential gaps (in need of support) and overlaps in support, as well as
 - promoting synergies between forest sector reform processes and related initiatives such as REDD+.
 - working with all projects that aim to promote forest governance goals and tackle illegal logging, ensuring to the extent possible, coherence and co-ordination of activities.
- j. Identifying any impediments to the reform process(es) and identify strategies for addressing these.
- k. Ensuring that any progress made in strengthening forest governance or any other significant lessons learned from implementation that may inform processes elsewhere are clearly documented.
- l. Creating an enabling environment for current support activities delivered through EFITAP and future activities that will be programmed under the FGMC2 Programme, or other support programme(s) by
- Supporting the British High Commissions, the FGMC Programme, and EFITAP in their understanding of forest governance challenges faced.
 - Exploring, in both countries, how future activities across national and local level forest governance agendas can be implemented.
 - Inform future support activities as well as create an enabling environment for any activities programmed in the FGMC2, or other support programme.

1.3.2.2. PNG

In addition to participating in relevant sector-based exchanges and foster dialogue between stakeholders (as elaborated in general tasks above), the FGF will also:

- a. Work with National stakeholders to establish a national platform and prepare an enabling environment to address forest governance issues. Such a platform must ensure, or result in:

- effective participation of a wide range of stakeholders, and
 - a commitment to work together
- to determine forest sector priorities at national and local levels with a view to strengthen sector governance through appropriate governance reform initiatives.
- b. Support and manage knowledge exchanges (south-south learning) between PNG and other Asian, Pacific, or Caribbean countries on governance reforms and sustainable management of forests. These exchanges:
- will establish regional governance networks and facilitate exchanges on contemporary developments and means of addressing challenges, and
 - be implemented as part of the short-term activities contemplated under EFITAP.
- c. Work with stakeholders (in particular government agencies) with a view potentially placing fellows/experts within government institutions to support the administration and key stakeholders obtain a better understanding on specific thematic aspects which could be integrated in potential policy and governance reforms.
- Specific thematic aspects can include climate finance, green fiscal policy (including economic analysis), legal/ legislative reforms, low carbon development, sustainable energy, and other aspects.
 - This is an activity that will be implemented as part of the short-term activities contemplated under EFITAP which the facilitator will support.
- d. Facilitate and support an analysis on forest finance that considers the political economy as well as the incentives and disincentives for reform in the forest sector.
- This is an activity that will be implemented as part of the short-term activities contemplated under EFITAP.
 - The outcomes will be the subject/ feed into multi-stakeholder dialogues on the challenges and opportunities for improved forest governance.
- e. Facilitate interaction between PNG and China, through direct and regional processes, to build on (emerging) Chinese import management controls and to eventually achieve 'mutual recognition' of legality assurance systems.
- f. Support the operationalization of the PNG Timber Legality Standard by providing Government, private sector and civil society stakeholders with a better understanding on requirements of implementing this standard as a potential solution contributing to the strengthening of forest governance, the production legal timber, and 'green supply chains'. Potential areas of focus can include piloting projects, deliberative engagement, sharing of experiences, and other mechanism that provide insights to aspects such as -
- approaches to implementation ensuring long-term sustainability of such a standard,
 - the resources and capacity needed to have an operational system,
 - as well as the potential governance contributions from its implementation (i.e. increased transparency, strengthened enforcement, informed and accountable decision-making),

- related capacity building, and
- any other relevant contributions.

This is an activity that will be implemented as part of the short-term activities contemplated under EFITAP which the facilitator will support. Consideration will be given to linking such short-term activities to existing UK initiatives, and initiatives by other international partners/ organisations.

1.3.2.3. *Solomon Islands*

In addition to participating in relevant sector-based exchanges and foster dialogue between stakeholders (as elaborated in the general tasks above), the FGF will also:

- a. Work with National stakeholders to establishing a national platform / enhancing existing platforms and prepare an enabling environment to address forest governance issues. Such a platform(s) must ensure, or result in:
 - effective participation of a wide range of stakeholders, and
 - a commitment to work together to strengthen sector governance.
- b. Support and manage knowledge exchanges (south-south learning) between the SI and other Asian and Pacific Island Countries on governance reforms and sustainable management of forests. These exchanges:
 - will establish regional governance networks and facilitate exchanges on contemporary developments and means of addressing challenges, and
 - be implemented as part of the short-term activities contemplated under EFITAP.
- c. Work on outreach and awareness raising with all relevant stakeholders on existing legislative and governance reform by, as example, supporting government agencies such the Ministry of Forestry and Research with outreach and awareness raising on the new National Forest Policy and Forest Utilisation Act (once approved) which support can include support to regional events.
- d. Provide support to the launch and coordination of short-term support envisaged under EFITAP including:
 - A possible consultancy on SI's new legal framework considering the regulatory framework and role of forest and land related ministries and legal basis for enforcement.
 - Diagnostic work towards the development of a 'soft-landing plan' for the logging industry including analysis of economics of alternative livelihood strategies for rural communities.
 - Any other possible short-term activities initiated including those related to, or linked with existing services such as the 'Access to Justice Reform' and 'Timber Rights legal advisory' services.

These are activities that will be implemented as part of the short-term activities contemplated under EFITAP which the facilitator will support.

- e. Facilitate interaction between SI and China, through direct and regional processes, to build on (emerging) Chinese import management controls and to eventually achieve 'mutual recognition' of legality assurance systems.

1.3.2.4. Pacific Island Countries

The FGF must keep updated and informed on the forest sector developments, trends, and challenges in the region (other Pacific Island Countries). The FGF will:

- a. Support the British High Commissions, the FGMC Programme, and EFITAP in their understanding of forest governance challenges and opportunities across the region,
- b. Support design and delivery of future support activities including analytical work as well as create an enabling environment for any activities programmed in the FGMC2, or other support programme within the region, and may
- c. Deliver facilitation support, or any other support activity during duration of this contract including activities such as regional lesson learning, joint study visits, analytical work and other activities.

1.4. Start, Duration and Resources

The indicative start of the contract is in May 2021 with a duration of one year, up to 220 working days, which period may be extended. The FGF should preferably be based in PNG with frequent engagement, and travel to the SI. It is anticipated that the FGF will conduct a monthly mission to SI which mission will be approximately 1 week in duration. The commencement and frequency of travel are, however, dependent on the current impacts and travel restrictions associated with the COVID-19 Pandemic. In this regard, a measure of flexibility will be required. This may require, for example, extended stays in the Solomon Islands) and/or the contracting of technical assistance based in-country (including a part time facilitator respecting the minimum criteria of this tender) to deliver programme objectives. This will require that costs do not exceed the maximum budget provided below. Any travel restrictions, however, will not prohibit desk based/remote engagement with the Solomon Islands. This aspect will be further considered throughout the work planning process that will take place during the inception period. The FGF may be required to conduct travel to other Pacific Island Countries, or elsewhere in support of the implementation of the short-term activities envisaged under EFITAP.

In addition to any proposed schedule or work plan associated with this procurement process such a schedule or work plan will be revised during the inception period. This revision will be done in consultation, and with inputs received from EFI, FCDO, the British High Commissions, and key stakeholders including the respective governments. The final workplan will be approved by the Steering Committee consisting of representatives from EFI, FCDO, and the respective British High Commission.

The FGF will have available a "work plan budget" to cover costs related for example domestic and regional travel, and costs of meetings (including associated expenses) for a maximum of 70,000 Euro. This provision should be integrated as part of the total financial proposal. Apart from resources included into "work plan budget", the tenderer is invited to present a financial offer, which should include, separately to the experts' fees, reimbursable costs for covering monthly travel cost to the Salomon Island (travels, visas, per diems and accommodation). The total budget for this assignment which includes fees work plan budget and other reimbursable will not exceed 180,000 Euro.

1.5. Reporting and Deliverables

At a contractual and administrative level, the Facilitator will report to EFI; at an operational level, the Facilitator will report to Steering Committee consisting of representatives from EFI, FCDO, and the British High Commissions in Fiji, Papua New Guinea and the Solomon Islands. This reporting obligation may be extended to include representation of the relevant governments where the facilitation support is being delivered.

Close coordination, collaboration and regular interactions are required throughout the duration of the contract period with the members of the SC, in particular the respective High-Commissions. The FGF is also expected to provide updates on progress made in relation to the work plan at the monthly meeting of the SC.

Reporting shall include quarterly reports (format to be agreed) and regular communication via emails, phone calls and other virtual means.

Deliverables:

1. Inception Report developed in consultation with EFI, FCDO and in-country and regional stakeholders to set out the contextual overview, approach to assignment, indicative work plan and timeframes for delivery – submitted to EFI by no later than 4 weeks.
2. Final work plan and budget – submitted to EFI by no later than 4 weeks.
3. Quarterly plans and reports on progress of the annual work plan and expenditure against budget from end of Q2 to end of this assignment.
4. Other deliverables as identified in section 1.3 (above) and agreed upon during the inception period/work plan are to be attached to the quarterly reports.
5. Ad hoc reports on delivery/ implementation of short-term EFITAP support activities upon completion of an activity (and as agreed with EFI and the SC).
6. Final report (end of the assignment).

All reports/deliverables are to be produced in English and the final reports will take into account comments provided by EFI on the draft reports. Following submission of the final reports EFI will arrange editing and the Contractor will need to respond where clarifications may be required during this editing process. Final reports will be submitted in electronic version (MS Word and pdf format, with any data tables in Excel format to provide a clear understanding of the analyses done, and with all pictures, charts etc. from the report and annexes also provided separately in their original file format). When preparing graphs, charts and maps, attention should be paid to the colours and patterns selected so that they can be read in non-colour printouts. Where maps are included in reports, care should be taken to show internationally accepted borders between countries. Sources and references for information, data and statistics used should be properly cited. All tables, maps and graphs should include titles in English.

The Facilitator preliminary work plan and budget shall be submitted within 4 weeks of the contract entering into force. The work plan budget consists of reimbursable costs related to implementation of the work plan. It is meant for travel costs (including per diems) and operational costs (facilitation events, publications etc.) and will be directly managed by the contractor.

TENDER DOCUMENTATION

1.6. **Administrative Documentation**

The tender shall include the following documentation, properly filled out and signed:

- Cover letter (Annex 1)
- Identification form (Annex 2) including supporting documentation
- Bank identification form (Annex 2a)
- Declaration on Exclusion Criteria and Absence of Conflict of Interest (Annex 3)
- Nomination of Experts form (Annex 4)
- Minimum criteria declaration (Annex 5)

The consortium agreement (Annex 6) shall be included, properly filled out and signed, if the tender is submitted jointly by a consortium of economic operators. The consortium agreement (Annex 6) shall not be included if the tender is submitted by a single Tenderer proposing subcontracting of tasks.

1.7. **Technical Proposal**

In order to evaluate the tender against the minimum criteria and the award criteria A.I. – A.II in section 3.1. and 3.2., the Tenderer shall submit a technical proposal consisting only of the following elements:

1) A nomination of the following Expert to carry out the tasks in the Terms of Reference:

- **one Forest Governance Facilitator (Expert)**

The Technical Proposal shall include CV of the nominated Expert.

The Tenderer shall be able to certify the information contained in the CV for the nominated Expert at EFI's request.

The CV shall have all the information as in the EuroPass CV

<https://europass.cedefop.europa.eu/documents/curriculum-vitae>

The Tenderer can use the EuroPass CV template or its own CV template.

Optionally (fulfilling all the minimum criteria)

- **one additional Expert** relevant for the implementation of the service in the Solomon Island

The Technical Proposal shall include CV's of the nominated Experts.

The Tenderer shall be able to certify the information contained in the CV's for the nominated Experts at EFI's request.

The CV shall have all the information as in the EuroPass CV

<https://europass.cedefop.europa.eu/documents/curriculum-vitae>

The Tenderer can use the EuroPass CV template or its own CV template.

2) A description of no more than three pages, making reference to the **Terms of Reference and the previous experience of the Expert(s) showcasing understanding of the aims and the context of the tasks and **addressing the following topics:****

- Forest governance developments and challenges in Papua New Guinea

- Forest governance developments and challenges in Solomon Islands
- Forest governance developments and challenges in Pacific Island Countries

3) A description of no more than four pages on the Tenderer's methodology for the assignment – building upon the Terms of Reference and the experience of the Expert(s) – addressing the following elements under separate headings:

- Approach to support deliberative engagement, dialogue, and exchanges between stakeholders in PNG, SI and possibly the region (Pacific Island Countries) on forest governance including identifying possible means of addressing such forest governance challenges.
- Approach for facilitating knowledge exchanges (south-south learning) between PNG, SI and other Asian, Pacific, or Caribbean countries on governance reforms and sustainable management of forests.
- Timing and sequence of activities and tasks. An analysis of risks and mitigation measures in relation to eventual COVID-19 impact on the implementation of the service should be provided.

1.8. Financial Proposal

The Tenderer shall submit a financial proposal, which shall be completed by using the form in annex 7 and by following the instructions therein.

The full general conditions applicable to the payment of fees and per diem as well as the reimbursement of costs can be found in annex 8 (model contract).

2. EVALUATION OF TENDERS AND AWARD OF THE CONTRACT

2.1. Minimum Criteria

The Expert nominated and optional additional expert (if proposed) must meet the following criteria:

N°	Criteria description
M.I.	University or post graduate degree in social science, governance, natural resources management or a relevant, directly related discipline
M.II.	Five (5) years' demonstrated work experiences in forest and/or land use, and/or natural resource management initiatives and/or projects.
M.III.	Demonstrated field experience in facilitating multiple stakeholder's consultation in PNG and/or SI and/or the Pacific Island Countries
M.IV	Demonstrated experience/knowledge in informing/designing and/or implementing development cooperation projects and/or programmes
M.V.	Understanding, speaking, and writing English as demanded with respect to all tasks covered by the Terms of Reference in this Tender and working knowledge of Melanesian pidgin and/or other relevant local languages.

Tenders not fulfilling the minimum criteria will be rejected.

2.2. Award Criteria

Tenders which fulfil the minimum criteria will be evaluated using the following award criteria:

A. Technical component (maximum 75 points)		
N°	Award criteria	Max points
A.I.	Understanding of:	30
i.	Forest governance developments and challenges in Papua New Guinea	13
ii.	Forest governance developments and challenges in Solomon Islands	13
iii.	Forest governance developments and challenges in Pacific Island Countries	4
A.II.	Proposed methodology for the implementation of the tasks	45

i.	Approach to support deliberative engagement, dialogue, and exchanges between stakeholders in PNG, SI and possibly the region (Pacific Island Countries) on forest governance including identifying possible means of addressing such forest governance challenges.	15
ii.	Approach for facilitating knowledge exchanges (south-south learning) between PNG, SI and other Asian, Pacific, or Caribbean countries on governance reforms and sustainable management of forests.	15
iii.	Timing and sequence of activities and tasks. An analysis of risks and mitigation measures in relation to eventual COVID-19 impact on the implementation of the service should be provided	15

The Technical component (TC) is calculated according to the following formula:

$$TC = A.I. + A.II.$$

Tenders must receive a score of more than half of the maximum Technical component to be considered qualitatively acceptable.

Tenders not considered qualitatively acceptable will not be considered further.

B. Financial component (maximum 25 points)

Tenders presenting a total financial proposal (Fo) superior to the maximum contract value of EUR 180.000 (includes “work plan budget”) will not be considered further.

For tenders being considered, the Financial component (F) is calculated according to the following formula:

$$F = (Fmin / Fo) \times 25$$

where

Fmin is total sum in the tender in the evaluation with the lowest total financial proposal; and

Fo is the total sum in the financial proposal being considered.

C. Most economically advantageous tender

A combined score (CS) will be calculated according to the following formula:

$$CS = TC + F$$

The Tenderer with the highest combined score (CS) for Technical component (TC) and Financial component (F) will be awarded the Contract.

Where two or more tenders have an equal combined score the contract will be awarded according to the highest score for the financial component (F).

ANNEXES

Annex 1	Cover letter
Annex 2	Identification form
Annex 2a	Bank identification form
Annex 3	Declaration on exclusion criteria and absence conflict of interest
Annex 4	Nomination of Experts form
Annex 5	Minimum criteria declaration
Annex 6	Consortium agreement
Annex 7	Financial Proposal form
Annex 8	Model contract
Annex 9	Per diem rates