



STATEMENT OF WORK

Final Evaluation

of

US Department of State support for the National Adaptation Plan Global Network

1. PURPOSE OF THE EVALUATION

The Evaluator is being engaged to undertake an evaluation of the performance of the National Adaptation Plan Global Network (NAP GN). Launched in December 2014, the NAP GN works to enhance NAP processes in developing countries by supporting peer-to-peer learning, national-level action on NAP development and implementation, and enhanced adaptation-relevant bilateral support. A multi-donor initiative, financing for the NAP GN has been received from the Governments of Austria, Canada, Germany, and the United States. The evaluation will focus solely on components of the NAP GN financed by the US Department of State (USDS) since September 2015. Activities financed solely by the governments of Canada, Germany and/or Austria will not be evaluated.

Financial support for the NAP GN from the USDS will end in September 2020. As part of the performance evaluation, the Evaluator will assess the extent to which the NAP GN has assisted developing countries to advance the development and implementation of their NAP processes. The evaluation will therefore examine:

- The extent to which the NAP GN has achieved the goals, objectives and targets set out in its grant agreement.
- The effectiveness of the Network's different areas of activity relative to the investment provided by the USDS.
- Factors that have led to the successes and/or failures of the project.

As the Network's activities will continue after funding from the USDS has ended, the evaluation also is expected to inform its future strategic direction, programming and structure.

The evaluation is expected to be informed by a combination of desk-based document review, interviews with key informants, and field visits. It will take into consideration the perspectives of:

- Representatives of the USDS.
- Members of the NAP GN's Management Committee.
- Representatives of developing countries who have engaged with the Network to differing extents.
- Representatives of the International Institute for Sustainable Development (IISD), which serves as Secretariat for the NAP GN.

2. SUMMARY OF INFORMATION

Project Name	National Adaptation Plan (NAP) Global Network
Department of State	Bureau of Administration, Office of Logistics Management, Office of Acquisitions Management. Bureau of Oceans and International Environmental and Scientific Affairs (OES).
Cooperative Agreement/Contract #	S-LMAQM-15-CA-1212
Contract Recipient	International Institute for Sustainable Development
Life of the Project	September 22, 2015 – September 30, 2020
Active Geographic Regions	Africa, Eastern Caribbean, Pacific, South America
Project Goal	<ul style="list-style-type: none"> To enhance NAP processes in developing countries.
Project Objective(s)	<ul style="list-style-type: none"> To facilitate peer learning and exchange on NAP processes among developing countries and development partners. To improve coordination and collaboration among bilateral development partners. To support national-level action on NAP development and implementation. <p>Achievement of the project objectives is supported through analysis, knowledge production and communications activities.</p>
Required evaluation?	Yes
External or internal evaluation?	External
Total Estimate Ceiling of the Evaluation Project	USD 80,000

3. BACKGROUND

This section provides information regarding the origins, objectives and structure of the NAP GN, its thematic areas and planned activities, and the support provided by the USDS to the Network.

3A. Description of the Problem and Context

Introduction and Rationale: The NAP process was established in 2010 under the Cancun Adaptation Framework. It was created to assist developing countries, especially the Least Developed Countries, to meet their medium- and long-term adaptation needs through a process that is, in principle, country-owned and country-driven. The objectives of the NAP process are to reduce vulnerability, increase resilience and integrate climate change into development processes. Developing countries are at varying stages of designing and implementing their NAP processes, which are unfolding in different ways as shaped by national circumstances, partnerships, and resources.

Establishment of the NAP GN was announced in December 2014 by adaptation policy makers and practitioners from 11 developing and developed countries. It was launched in response to concern that engagement of bilateral development partners in the NAP process, to date, had been slow and insufficiently coordinated. Its establishment also responded to recommendations from the UNFCCC's Adaptation Committee.

The NAP GN brings together development partners and in-country actors working on NAP processes to address how climate change adaptation considerations can be better integrated into support for sustainable development. As originally conceived, the activities of the Network were to maintain a particular focus on enhancing bilateral support for NAP processes, and alignment of this support with developing countries' own adaptation and development planning processes. The Network also was expected to be a forum for developing countries to have a say in how bilateral aid is used to support their climate-resilient development, and to build in-country leadership and capacity for the NAP process. Since 2015, the activities and expectations of the Network have evolved. Greater emphasis is now placed on directly supporting developing countries with the development and implementation of effective NAP processes and actively coordinating with multilateral donors and initiatives, such as UNDP, UNEP, FAO and the Green Climate Fund.

Project goals, objectives and expected results: As stated in the project's Federal Assistance Award with the USDS, the goal of the NAP GN is to enhance NAP processes in developing countries by pursuing the following three objectives and associated results:

- i) To facilitate peer learning and exchange on NAP processes among developing countries and development partners, with the expected result of establishing an active community of practice through which bilateral and in-country actors develop, share, and learn from best practices and concrete examples of what NAP processes look like.
- ii) To support national-level action on NAP development and implementation, with the expected result of increased capacity of in-country policy makers, practitioners, and bilateral development partners to contribute to more effective NAP processes that are aligned with country-specific development priorities.
- iii) To improve coordination and collaboration among bilateral development partners, with the expected result of increasing and improving coordination of support for climate-resilient development provided by bilateral development partners, including leveraging of existing development assistance portfolios.

Governance structure: The NAP GN's strategic direction is guided by an international Steering Committee that meets annually and is comprised of adaptation experts and practitioners from developing countries and development cooperation agencies. Day-to-day activities are managed by the NAP GN Secretariat within IISD, a Canada-based non-profit organization. As Secretariat, IISD is expected to work in close consultation with the USDS, which is a member of the Network's Management Team along with representatives of GIZ and the Government of Canada. The role of the Management Team is to act as a contractual interlocutor, considering Steering Committee recommendations to make executive decisions on priority activities for the use of funds provided. The Management Team meets biweekly to fulfill this role.

Membership: As of January 2020, over 1100 individuals from 140 countries were members of the NAP GN. Of these countries, 40 countries had received direct technical support from the Network. Eleven bilateral donors were engaged with the Network. At present, it is anticipated that the Network will continue its activities until at least 2022 with support from the Governments of Canada and Germany.

3B. Description of the Interventions to be Evaluated

In line with the goal and objectives identified above, the NAP GN is expected to implement activities related to the following three areas of work:

- Facilitating peer learning and exchange.
- Supporting national-level action on NAP development and implementation.
- Improving coordination of adaptation-relevant bilateral support.

Planned activities associated with each of these areas of work is summarized below.

A. Facilitating Peer Learning and Exchange

The Network is to facilitate sustained peer learning and exchange on the NAP process and NAP implementation through:

- *Targeted Topics Forums:* These events are to bring together key actors in the NAP process from a select number of developing countries, as well as technical experts and development coordination agencies, to facilitate learning and exchange on specific technical topics related to the NAP process. The Network has convened two peer groups, or 'cohorts', of adaptation planners that came together once each year to address a new topic. Each of the two cohorts was convened a total of four times.
- *Peer Learning Summits:* These international meetings are intended to provide an opportunity for participants to strengthen capacity, relationships and learning for adaptation planning and implementation. The first Peer Learning Summit was held in 2018 with funding from the Government of Germany (and thus is not included in the scope of this evaluation) upon completion of the first series of Targeted Topic Forums. The second Peer Learning Summit was funded by the USDS and took place in July 2019. A third Peer Learning Summit funded by the USDS is planned for August 2020.
- *South-South Peer Exchanges:* Nominated individuals from developing countries are to participate in South-South technical exchanges intended to provide hands-on learning focused on a specific theme and/or challenge associated with the NAP process. These experiences are intended to advance a country's NAP process in a tangible manner.
- *Knowledge Products:* The Secretariat is responsible for developing and disseminating profiles of NAP processes (primarily under a series called sNAPshots) to serve as concrete practice examples. These profiles are to be featured at outreach events and are to support development partners in understanding how best to support NAP processes. The Secretariat is also to create space on existing online knowledge sharing platforms (such as WeADAPT) to enable Network participants to link with others, contribute content and join discussions.

B. Supporting National Level Action on NAP Development and Implementation

The Network is to facilitate greater in-country coordination and leadership capacity in select developing countries, focusing on countries where bilateral agencies with membership in the Network are active. Two main sets of activities are to be undertaken:

- *Country Support Hub*: This mechanism was established to provide short-term (i.e., up to six months) immediate support on activities that will drive forward the NAP processes underway in participating countries. Support is to be provided in the form of expert advice delivered virtually or in-person, or through targeted in-country technical support that addresses a specific challenge inhibiting the momentum of a country's NAP process.
- *In-Country Support Programs*: The Secretariat is intended to manage and administer in-country support programs for adaptation that are aligned with the priorities identified by countries through their NAP processes and promote coordination between the United States and other donors. The countries participating in the NAP GN's In-Country Support Programs funded by the US were selected in consultation with the USDS and the US Agency for International Development (USAID). The project supported NAP processes in 15 countries through USDS funding, located in the Pacific (Fiji, Kiribati, Tuvalu), Eastern Caribbean (Guyana, Saint Lucia, Saint Vincent and the Grenadines), South America (Colombia, Peru), West Africa (Cote d'Ivoire, Ghana, Guinea, Sierra Leone, Togo), and Africa (Ethiopia, South Africa).

C. Improving Coordination of Adaptation-relevant Bilateral Support

Through its Secretariat, the NAP GN acts as a liaison between bilateral development cooperation agencies providing NAP-relevant support to developing country governments. The Network is tasked with developing a suite of resources that will help leverage additional resources and existing portfolios of support for related sectors, as well as coordinate NAP-relevant support with other development partners where possible. These objectives are to be achieved by attending key bilateral development partner forums, developing common training materials, serving as a helpdesk for development cooperation agencies, hosting national-level NAP assemblies, and capturing and disseminating resources on good practices and lessons learned.

3C. Involvement of the U.S. Department of State

The USDS is substantially involved in supporting the activities of the NAP GN, including:

- Advising and approving the selection of topics for the Targeted Topics Forums and Peer Learning Summits.
- Advising and approving the selection of participants in the Forums and ensuring that US funds are not used on participants from restricted or Special Notification countries.
- Selecting venues for Targeted Topics Forums and Peer Learning Summits, ensuring that venues are supported by USAID and Embassy representatives and that US funds are not used in restricted or Special Notification countries.
- Advising and approving other activities and expenditures as recommended by the Steering Committee.
- Participating in the selection process and final approval of key personnel to join IISD staff to work on the Secretariat.

4. EVALUATION QUESTIONS

Through completion of the evaluation, the NAP GN is looking to assess the extent to which its activities have been effective in achieving its objectives and expected results, and to receive guidance on the priority and design of its activities until 2022. The evaluation therefore will examine:

- The extent to which the NAP GN has achieved the goals, objectives and targets set out in its grant agreement.
- The effectiveness of the Network's different areas of activity relative to the investment provided by the USDS.
- Factors that have led to the successes and/or failures of the project.

The evaluation will focus on answering the following questions related to the NAP GN, taking into consideration activities from the start of its grant agreement with the USDS until June 30, 2020:

- **Evaluation Question #1: Supporting National-Level Action on NAP Development and Implementation**

Through its US-funded In-country Support Programs and Country Support Hub, the NAP GN aims to engage with developing countries to identify areas for support and to design and implement programs of work that address these identified needs. The Evaluator is asked to determine:

- Has the NAP GN undertaken its US-funded In-country Support Programs and Country Support Hub activities in a country-driven manner that has led to the delivery of technical support that met the expectations and needs of participating developing country governments? What circumstances have enabled and prevented the delivery of effective technical support at the national level? (Output level assessment)
- Has the support provided by the NAP GN advanced the NAP processes in participating developing countries, such as by improving in-country coordination and leadership capacity, consistent with the project's objectives? (Outcome level assessment).
- What has been the relative impact and return on investment of the longer-term commitment of the In-country Support Program compared to completion of Country Support Hub requests?

- **Evaluation Question #2: Facilitating Peer Learning and Exchange**

The NAP GN has provided opportunities for peer learning and exchange through its Targeted Topics Forums, Peer Learning Summits and South-South Peer Exchanges. The Evaluator will determine:

- Has the NAP GN provided peer learning events and exchange opportunities that deepened participants technical knowledge of specific elements of the NAP process and enabled learning from peers in other countries? Were these events and exchanges well executed from a logistical perspective? (Output based evaluation)
- Has the knowledge and experiences gained through participation in these peer learning and exchange activities subsequently led to concrete changes in the participants' national NAP processes, consistent with the project's objectives? Why or why not? (Outcome based assessment)

- **Evaluation Question #3: Knowledge Products**

The NAP GN has prepared and distributed a variety of knowledge products in various formats and languages, including thematic briefs, guidance notes, and case studies. The Evaluator is asked to assess whether or not these knowledge products:

- Have been used by developing country participants to inform the development and implementation of their NAP processes?
- Have established the NAP GN as an international thought leader on NAP processes?

- **Evaluation Question #4: Future Direction**

The NAP GN is expected to continue to be active until (at a minimum) 2022 with the financial support of other (non-US) bilateral donors. Taking into account where the Network has and has not made a positive impact to date, and relative investment compared to realized impact, what changes should the NAP GN make to its (for example) areas of focus, activities and operations to better achieve its ongoing mandate and objectives?

These questions are expected to be refined during implementation of the evaluation. The Evaluator will review and finalize these questions in collaboration with IISD and the USDS prior to finalizing the evaluation design.

5. EVALUATION DESIGN AND METHODOLOGY

The Evaluator will develop a tailored methodology for achieving the objectives of this evaluation and answering its key questions. It is expected that the methodology used by the Evaluator will, at a minimum, include:

- Analytical and qualitative desk-based review of existing information and literature, including but not limited to:
 - a. The Network's strategy document.
 - b. Annual work plans and communications strategy.
 - c. Monitoring, evaluation and learning plans.
 - d. Semi-annual narrative and financial reports.
 - e. The extensive array of documents accessible through the NAP GN website (<http://www.napglobalnetwork.org/>), such as the Network's [2017-18 Progress Report](#), [2018-2019 Progress Report](#), in-country program webpages (<http://napglobalnetwork.org/in-country-support-programs/>), technical reports, and blog posts.
 - f. Internal evaluations of the Country Support Hub and NAP GN organized events.
- Interviews with key Secretariat staff and members of the Management Team.
- Interviews with members of the Network's Steering Committee and representatives of the UNFCCC Secretariat.
- Site visits to three or four countries, to be selected by the Evaluator. It is expected that the Evaluator will select:
 - a. A minimum of one country from each of the main regions in which the Network works (the Pacific, Africa, Latin America and the Eastern Caribbean).
 - b. Countries in which the Network has been continually active for a minimum of two years.

- c. Countries that are diverse in terms of their level of economic development and the status of their NAP processes
- Interviews and/or focus group discussions with Network participants. Criteria for selection of these country partners to be interviewed determined by the Evaluator but are expected to ensure:
 - a. Representation of the range of countries involved (geographically, level of economic development, status of their NAP processes).
 - b. Different types of engagement in the Network, such as participation in the In-country Support Programs, Country Support Hub peer learning workshops, and Peer Exchanges.

A standardized methodology should be applied to ensure the consistent collection of the breadth and depth of information required to complete the evaluation. Due to the nature of the evaluation questions, a heavy focus on qualitative results is anticipated. Qualitative data should be supplemented by quantitative data where possible, as well as by direct quotes and examples to illustrate summative qualitative findings.

The NAP GN and, as appropriate, the USDS will support the collection of documents and provide contact information for key individuals.

The provided documents will form the initial basis for the evaluation. However, the Evaluator is expected to go beyond existing material provided by the NAP GN and the USDS to consult all available documents and, importantly, gather new and original data from various sources to provide full and complete answers to the evaluation question and to complete all required deliverables.

The Evaluator is expected to keep notes, documents, correspondence, etc., to support descriptive details of the outcomes of the research conducted. It is anticipated that a strong administrative system will be needed to keep track of and organize this and other information collected as part of the evaluation. In particular, it is anticipated that the evaluation team will need regular tracking of communication with the IISD, USDS, key implementing entities, and stakeholders to collect and analyze the complexity of the data and information collected through this evaluation.

6. DELIVERABLES AND REPORTING REQUIREMENTS

The selected Evaluator is expected to provide the following deliverables to answer the Evaluation Questions guiding this SOW:

- Evaluation work plan.
- Evaluation design document.
- Presentation summarizing draft key findings.
- Draft evaluation report.
- Final report.

6A. Evaluation Work Plan

Within three weeks of awarding the contract, the lead Evaluator shall complete and present a draft work plan for the evaluation to designated contacts at IISD and the USDS. The work plan will clearly lay out

the detailed steps to be taken to gather and analyze the data and information necessary to provide full and complete answers to the Evaluation Questions.

More specifically, the work plan is expected to include:

- Draft schedule and logistical arrangements.
- Members of the evaluation team.
- Evaluation milestones (all deliverables and deadlines for each product requested under this evaluation).
- Anticipated schedule of evaluation team data collection efforts.
- Locations and dates for country visits.
- Evaluation report outline (if different from the template provided in section 6E).

IISD and the USDS will review and provide edits to establish a final version of the work plan within one week of receiving the initial work plan. As the project proceeds, the Evaluator will update the evaluation work plan and submit it to the designated leads from IISD and the USDS on a biweekly basis.

6B. Evaluation Design

Within three weeks of awarding the contract, the lead Evaluator shall provide a detailed evaluation design to the designated leads from IISD and the USDS for review. The design should identify the research methodology or multiple methodologies or data collection instruments that will be used to fully answer each evaluation question. The evaluation design could identify criteria for determining Network participants to be interviewed, draft interview protocol(s), and process for selecting and evaluating technical knowledge products developed by the NAP GN. The methodologies and proposed data collection instruments identified should be time- and staff-efficient as well as the most effective methodologies for achieving complete, reliable and valid data to answer the Evaluation Questions.

Draft data collection questions for questionnaires, interviews, etc., should be shared with the designated leads from IISD and the USDS to ensure accuracy and appropriateness. However, it will be the Evaluator's responsibility to design the questions and structure the data collection in a manner that allows for all Evaluations Questions to be fully answered in the final report.

6C. Presentation Summarizing Draft Key Findings

The evaluation team should provide a presentation summarizing the draft findings contained in the Draft Evaluation Report, to IISD and the USDS. This presentation should occur no later than four weeks before the end date of the contract. This will enable the Evaluator, IISD and the USDS to consider any necessary revisions in advance of completion of the draft evaluation report.

6D. Draft Evaluation Report

The evaluation team should provide a complete initial draft of the evaluation to the designated leads at the USDS and IISD no later than three weeks before the due date for the final report to allow time for an iterative process with the USDS and IISD. IISD and the USDS will be expected to provide feedback on the draft report within one week of receiving it. Feedback received is expected to be incorporated into the final report.

After written comments on the draft report are received from the USDS and IISD, the Evaluator should provide a comment matrix to detail how each comment was addressed and incorporated or, in rare cases, why the comment could not be incorporated.

The Evaluator will meet with the designated leads from the USDS and IISD to discuss the draft report with approximately 10 days of submitting the draft for review in order to ensure the evaluation questions are being fully addressed and take the USDS' input into consideration for the preparation of the final report.

6E. Final Evaluation Report

The final report will be comprehensive in nature, providing top-line findings, conclusions and any actionable recommendations that the NAP GN could implement as they relate to the evaluation questions. It should explain the methodology that was employed and provide supporting data for each of the recommendations offered. The report should be clear, concise and empirically grounded.

It should identify the purpose of the evaluation, describe the methodology used for its completion, identify the finalized evaluation questions, and outcomes of the evaluation conducted. Data, quotes and trends should be included in the final report to further illuminate summative statements or conclusions drawn. All information in the final report should rest upon the data, information, examples, quotes and other documented evidence obtained through the evaluation research.

The final report shall include the following two components:

1. Executive Summary Report (not to exceed two pages). It should be a publishable summary written for a public audience that is a separate document from the Comprehensive Report.

It should include:

- a. Title of the evaluation.
- b. Date of submission of the report.
- c. Evaluation questions as laid out in the Statement of Work.
- d. Data collection methods.
- e. Key findings.
- f. Conclusions.
- g. Recommendations.

A template for the Executive Summary Report may be provided by the USDS at a later date.

2. Comprehensive Final Evaluation report, which shall include:
 - a. Evaluation Purpose.
 - b. Background on the Context and the Project being Evaluated.
 - i. Initiation and evolution of the NAP GN.
 - ii. Purpose of the Network.
 - iii. Current objectives of the Network, noting any changes since its inception.
 - iv. Countries that have been engaged in the NAP GN overtime, giving attention to the level and type of their involvement.
 - c. Methodology of the Evaluation

- i. Evaluation questions.
 - ii. Range and scope of the evaluation.
 - iii. Limitations of the evaluation.
 - d. Findings
 - i. Taking into consideration analysis related to the four evaluation questions, describe how the NAP GN has or has not met expectations regarding the delivery of planned outputs and outcomes that are consistent with its objectives.
 - ii. As appropriate, provide examples of NAP GN success stories.
 - e. Conclusions and Recommendations.
 - f. Annexes.
 - i. Evaluation Statement of Work.
 - ii. Details about the data collection process used (e.g. persons interviewed, nature of the survey, focus groups conducted, documents reviewed).
 - iii. Other(s) as appropriate.

The Evaluator will transmit all draft and final report materials in electronic (MS Word and Excel) files to the designated leads at the USDS and IISD.

7. EVALUATION TEAM COMPOSITION

The evaluation team is expected to have one or more members with significant experience with and knowledge of the NAP process and developing country efforts to adapt to the impacts of climate change. Local consultants may be utilized, as appropriate, to enhance the effectiveness and efficiency of the evaluation.

Representative evaluation team members should consist of:

- Senior-Level personnel (one or more), who should have extensive experience with multi-country climate change initiatives, international climate policy, and NAP processes. He/she must have excellent research, writing, analytical, and presentation skills. He/she must have proven experience with supervising data collection and analysis and conducting evaluations of global climate change programming.
- Mid-Level personnel (one or more), who should have significant experience conducting evaluations on international climate change programming, climate policy, and/or climate change adaptation in developing countries. Completion of a relevant master's degree is desirable. He/she must have excellent research, writing, analytical, and presentation skills.
- Junior-Level personnel (one or more), who should have experience working on evaluations and analyzing data. He/she must have excellent research, writing, analytical, and presentation skills.
- Local Consultants, to the extent that the inclusion of these individuals will aid in an effective and cost-efficient evaluation. Such consultants may be utilized, but are not required.

Reflecting the composition of the Network's countries of engagement, the evaluation team should include members with oral, reading and written fluency in English, French and Spanish.

Any substitutions to the proposed evaluation team key personnel must be vetted and approved by the designated leads from IISD and the USDS before they begin to work.

8. EVALUATION SCHEDULE

The period of performance for this evaluation is five months from the date of contract being awarded, with the expected period of performance being March 28, 2020, to August 31, 2020. As previously noted, key milestones are expected to be:

- Delivery of the draft evaluation work plan and evaluation design document no more than three weeks following completion of contractual arrangements.
- Delivery of the presentation summarizing draft findings no later than four weeks before submission of the final report.
- Delivery of the draft evaluation report no later than three weeks before submission of the final report.
- Delivery of the final report on or before the final date of the contract, which shall be no later than August 31, 2020.

Of key importance in this evaluation is the ability of the Evaluator to adhere to agreed timelines across all activities. The project deliverables described above must be submitted according to the agreed upon timeline proposed by the Evaluator in its draft evaluation work plan, finalized in agreement with IISD and the USDS, and included in the final evaluation work plan.

9. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are expected to be undertaken by IISD, the USDS and the evaluation team:

The International Institute for Sustainable Development

- Will assign a designated focal point for engagement with the Evaluator.
- Will manage all procurement and contractual arrangements pertaining to the activities described in this Statement of Work.
- Will provide background information to the selected Evaluator consistent with its role as the NAP GN Secretariat and the project implementer.
- Will support the Evaluator in gaining access to relevant project contact information, program materials, and reporting relevant to the tasks. Such information may include:
 - Key programmatic documents produced by the NAP GN.
 - NAP GN website materials.
 - Published analytical reports, articles, press releases, and other public materials.
 - Other relevant documents.
- Will schedule time as necessary to assist/facilitate the Evaluator in conducting tasks and adhering to agreed upon timelines.

The US Department of State

- Will assign a designated focal point for engagement with the Evaluator.

- Will provide background information to the selected Evaluator consistent with its role as the project funder and participation in the NAP GN's governance structure.
- Will support the Evaluator in gaining access to relevant project contact information, program materials, and reporting relevant to the tasks. Such information may include:
 - Grant agreements.
 - Semi-annual programmatic and financial reporting provided by IISD, when determined to be relevant to the research under the evaluation questions.
- Will schedule time as necessary to assist/facilitate the Evaluator in conducting tasks and adhering to agreed upon timelines.

Evaluator

- Will complete all tasks as outlined in the Statement of Work and approved work plan, consistent with the agreed timeline.
- Will provide clear reporting to the lead representatives from IISD and the USDS lead in a timely manner.
- Will include the designated leads from IISD and the USDS in planning and implementation, consistent with the agreed upon evaluation design and work plan.

10. CONTRACT ADMINISTRATION DATA

For IISD, the lead representative for this assignment is:

Christian Ledwell
 Program Manager, NAP GN
 International Institute for Sustainable Development (Ottawa Office)
cl Ledwell@iisd.ca

For the USDS, the lead representative is:

Melissa Gallant
 Project Manager
 Office of Global Change
 Bureau of Oceans, International Environment, and Scientific Affairs
 U.S. Department of State
GallantMD@state.gov

Communication with IISD and/or the USDS should be conveyed directly to the contacts listed above.

This project is undertaken with the financial support of:
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Secretariat hosted by:
 Secrétariat hébergé par :



Government of Canada

Gouvernement du Canada



Federal Ministry for Economic Cooperation and Development

