**Wildlife Conservation Society**

**REQUEST FOR PROPOSALS:**

Final Evaluation of the HEMPEL Project WCS - Okapi Wildlife Reserve (OWR) **SERVICES**

Democratic Republic of Congo (DRC) **Program**

**16/07/2025**

**PROPOSAL DEADLINE: 31/07/2025**

**PROPOSALS DELIVERED TO: Wildlife Conservation Society**

**INVITATION**

The Wildlife Conservation Society (WCS) seeks qualified consultant or firm to conduct the final external evaluation of the Hempel project in the Democratic Republic of Congo (DRC). This Request for Proposals (RFP) provides detailed information as to the project requirements and the desired qualifications of proposers.

**BACKGROUND AND OBJECTIVES OF PROJECT**

WCS is a not-for-profit organization dedicated to saving wildlife and wild lands through science, international conservation, education, and the management of the world’s largest system of urban wildlife parks.

The Wildlife Conservation Society (WCS) is implementing a strategic project, entitled "Securing the biodiversity, ecosystem services and ecological processes of the Okapi Wildlife Reserve and enhancing the well-being of its resident communities,”, in the Democratic Republic of the Congo (DRC) through DKK 11.2 million funding from the Hempel Foundation.

Implemented between October 2020 and June 2024 (extended until February 2025) within the Okapi Wildlife Reserve (OWR) – a World Heritage Site located in the biodiverse Ituri Forest in Eastern DRC-the project sought to address complex conservation and human development challenges in one of the most ecologically significant yet socio-politically fragile regions of the Congo Basin. The OWR, spans approximately 13,760 km², and is home to globally important species such as the okapi and forest elephants and harbors over 1,200 plant species and 333 bird species. However, it also faces acute threats from illegal mining, deforestation, poaching, and weak governance structures.

To address these challenges, the project was designed around the following three (out of four) strategic pillars with an overarching goal to secure the ecological integrity of the Reserve while simultaneously supporting the rights and resilience of resident communities:

1. Improved management capacity and effectiveness (Pillar 2) – Strengthening institutional and operational capacity of the OWR through infrastructure, staff training, and administrative systems.

2. Enhanced community well-being and governance (Pillar 3) – Developing and implementing inclusive community development strategies that prioritize participatory governance, sustainable resource use, and alternative livelihoods, particularly among historically marginalized Indigenous Peoples.

3. Green growth and sustainable financing (Pillar 4) – Advancing long-term financial sustainability through the development of an investment plan and diversified financing streams, including climate financing and ecotourism potential.

The project has operated in a challenging context marked by armed conflict, artisanal mining pressures, and widespread poverty, requiring a multi-faceted, adaptive management approach.

As part of the project close-out process, WCS seeks to hire a qualified consultant or firm to conduct the final external evaluation of the project. The evaluation will assess the project's relevance, effectiveness, efficiency, coherence, sustainability, and impact in contributing to the conservation of biodiversity and ecosystem services within the Okapi Wildlife Reserve, as well as its efforts to enhance the well-being of resident communities. The consultant will be expected to provide an independent analysis of project outcomes against established objectives and key performance indicators, generate lessons learned, and offer actionable recommendations to inform future programming and donor engagement.

Project scope details, including activities and deliverables are included in Appendix A, attached and made a part hereof. The maximum budget for the project is 20,000 USD and duration is estimated to be **31 working days August - October, 2025.**

The project is being funded by HEMPEL and is subject to requirements as indicated in “Scope of Services and Desired Qualifications” below. All work must be done in compliance with the terms set forth in Appendix B, Contract, Insurance, and Regulatory Requirements, attached and made a part hereof. WCS is exempt from sales tax in DRC.

**PROPOSAL ADMINISTRATION**

All requests for clarification and questions concerning this RFP must be submitted in writing no later than 25/07/2025 via email to with a copy to Mr. BONENE SANVURA Arsène, [**asanvura@wcs.org**](mailto:asanvura@wcs.org)**, cc:** [**aclark@wcs.org**](mailto:aclark@wcs.org) **and**  **fbrunstead@wcs.org** (indicate” Final evaluation of the Hempel project WCS” on the subject line). Responses, if determined appropriate by WCS, will be issued in writing to all known proposers.

A preproposal conference call will be held to answer questions about this RFP. A call-in link will be provided to all prospective proposers who request it using the e-mail address above.

All proposals shall be submitted as an attached digital file to the submission email including attachments, exhibits or appendices. All documents must be submitted in English and compiled into a single PDF or ZIP file. Emails shall be submitted to: [**abazarbacha@wcs.org**](mailto:abazarbacha@wcs.org)**, cc:** [**aclark@wcs.org**](mailto:aclark@wcs.org)(indicate” Final evaluation of the Hempel project WCS” on the subject line).

An interview may be requested of any proposer, and key staff should be present at the interview. Such a request for an interview does not constitute a contract award.

Proposals must be received no later than **31/07/2025.**

**Key Dates estimated:**

Preproposal conference \_\_\_\_\_\_\_\_\_\_\_\_\_\_ Not applicable

Last day to submit questions \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 25/07/2025

Proposals due \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 31/07/2025

Interviews of proposers \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Will be confirmed to proposers

Notice of Award \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 12/08/2025

**SCOPE OF SERVICES AND DESIRED QUALIFICATIONS**

The selected consultant is expected to have overall responsibility for delivery of the services indicated above and in Appendix A, including, but are not limited to, the following:

**General Services:**

* Comply with all applicable laws, rules and regulations governing such projects, including but not limited to:
* Maintain insurance for itself and all sub-contractors, suppliers and vendors, in the types and amount set forth in Appendix B, Contract, Insurance and Regulatory Requirements, attached and made a part hereof.
* Comply with any WCS rules, requirements or directives as set forth in Appendix B or provided prior to contract execution.
* Comply with the confidentiality requirements stated in the mail

**Qualifications**

The selected vendor is expected to have the experience, resources, qualifications, and capacity to successfully meet the objectives of this RFP, including:

* 1. Experience providing the services requested in this ToR
  2. Proficiency with projects of comparable size and complexity
  3. Expertise of key staﬀ in relevant professional disciplines
  4. Quality of the methodology
  5. Financial capacity as indicated by a sound credit history as evidenced by relevant financial documentation

**PROPOSAL CONTENT**

Proposals should be clear and concise and should be addressed in detail and with appropriate documentation for each of the items listed below. Proposals that fail to do so may be disqualified as non-responsive. WCS may request clarification of any proposal during the evaluation process, but it is not bound to do so, and proposers should not assume they will have any further opportunity to clarify their proposals subsequent to the proposal due date.

Each proposer is requested to submit, on or before the submission deadline, a package containing its proposal addressing the following items in the order listed:

1. **Technical Qualifications**

**1. Contact Information**

On a single cover sheet, please provide:

1. The proposer's name.
2. The proposer’s contact person.
3. Contact information for the principal(s) or lead individual(s) who are anticipated to work on the project, including e-mail addresses, main telephone, fax and mobile telephone numbers.
4. Street address and web address of proposer.
5. Year proposer was established.
6. Size of proposer.
7. List of proposed staff assigned to this project.
8. Signature of Principal and date of the signature.

**2. Overview**

Proposers should provide a summary of their understanding of the objectives of this RFP and a description of the methods they will use to achieve those objectives, including technical quality assurance, and general management practices for comparable projects.

**3. Qualifications**

Proposers are requested to provide detailed information that demonstrates the following:

* experience providing the services requested in this RFP;
* proficiency with projects of comparable size and complexity;
* expertise of key staff in relevant professional disciplines;
* financial capacity as indicated by a sound credit history;

**Detailed qualifications can be found in Annex A**

**4. Staffing Plan**

Proposers should list the principals and key employees who will carry out the work, including their experience with same, identifying the proposed project manager and staff members. A resume of each key member of the project team should also be included, indicating that member’s responsibilities for the project and relevant experience. Upon award of the contract, substitutions of personnel will not be allowed without the prior written consent of WCS.

**5. Sample Work**

At least one sample of a recent evaluation report authored by the applicant (preferably relevant to conservation, development, or conflict-sensitive programming).

**6. Timetable/Schedule**

Proposers should produce a draft schedule that outlines critical milestones for the work.

**7. References**

Proposers are requested to provide examples of up to five (5) similar projects, recently completed or in progress, with the following information for each:

* Client
* Description of the work
* Name of a contact person who can provide a reference or site visit.

References may be contacted directly by WCS.

**B. Fee Proposal (proposers may use their own template, as long as it contains all the information requested below)**

I. Personnel Expenses (including benefits)

Position ​ Per Diem Rate Time Factor Total

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(Add lines as required)

II. Other than Personnel Expenses

III. Reimbursable Expenses

* WCS will reimburse international travel expenses related expenses, including flight tickets, visa fees,
* WCS will provide food and accommodation in republic of Congo
* WCS will provide local transportation, or refund such fees subject to pre-approval.

IV. Fee

Total of Items I, II, III, and IV: $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**C. Preliminary List of Subconsultants (if applicable to the project)**

**GENERAL CONDITIONS OF PROPOSAL SUBMISSIONS**

The following general conditions apply to all proposals submitted in response to any RFP issued by WCS.

* Non-Binding:

WCS’s solicitation of proposals in response to any RFP does not commit WCS to award a contract, and this RFP is not an offer to enter into a contract for the services to be provided as described herein.

* Proposal Materials and Costs:

WCS is not liable for any costs incurred in the preparation, submission or negotiation of a response to its RFP or incurred for any other purpose or reason in connection with the RFP.No materials submitted with this RFP will be returned.

* Confidentiality:

All information and material contained in any WCS RFP or issued by WCS or any of its agents as part of any WCS RFP process is confidential and is the exclusive property of WCS.

* Modifications:

As a condition of award, WCS may request any proposer to make revisions, additions, or deletions to its proposal.

* Subcontractors:

After award of contract, WCS will have no obligation, financial or otherwise, to any subcontractor of the awardee. Nevertheless, any subcontract will be required to be subject to and consistent with the prime contract between WCS and the awardee, and WCS may require any subcontract to include specific terms and conditions.

* Reserved Rights:

WCS at any time in its sole discretion may, without notice and without liability to any proposer or any other party for their expenses incurred in the preparation of the responses hereto or otherwise, do any and all of the following:

* Amend or withdraw this RFP;
* Accept or reject any and all proposals received in response to this RFP;
* Award the contract to a proposer other than the proposer offering the lowest fee;
* Request additional materials and clarification or modification of any submitted proposal;
* Extend the time for submission of all proposals after notification to all prospective proposers;
* Terminate negotiations with a selected proposer and select another proposer;
* Take such action as WCS deems appropriate if negotiations fail to result in a signed agreement within a reasonable amount of time;
* Terminate or modify the solicitation and selection process at any time and re-issue the solicitation to whomever WCS deems appropriate.

The selected vendor will be required to execute a written agreement with WCS, generally consistent with the terms set forth herein, including the provisions attached in Appendix B hereof.

**CRITERIA FOR SELECTION**

Selection Process:

* WCS will review and evaluate all proposals to determine each proposer's rating. This evaluation may include a request by WCS to interview proposers and visit their offices for purposes of clarifying their proposals.
* The proposal offering the most advantageous terms based on the criteria below will be selected for the award. WCS may reject any and all proposals if, in its sole opinion, no proposal satisfies its criteria.

**Minimum Requirements for offers to be considered**

1. Proof of legal registration if proposer if the firm,
2. The team lead or a team member must have a background in Environment /or Conservation programs
3. Minimum 8 years of relevant professional experience for Environment /or Conservation programs.
4. Language competencies: Fluency in English,

**Evaluation Criteria:**

The evaluation criteria and weight will be as follows:

|  |  |  |
| --- | --- | --- |
| Criterion | Weighting (%) | What to Evaluate |
| Relevant Experience | 25% | Past projects (2-3) of similar scale, relevance, and role performed in environmental or conservation programs |
| Technical expertise of the team | 25% | * Qualifications and experience of team leader and/or Team members, * Demonstrated good thinking skills * Demonstrated communication skills |
| Proposed methodology /approach | 30% | The relevance of methodology, clarity, timeline, milestones, risk controls, techniques, tools |
| Price Proposal | 20% | Total cost over the evaluation process;  including operational costs (Consultancy fees, visa, transportation, accommodation, foods; team members, taxes etc..) |
| Total | 100% |  |

**APPENDIX A**

**PROJECT SCOPE DESCRIPTION**

A green and black logo

AI-generated content may be incorrect.

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|  |
| TERM OF REFERENCE    Final Evaluation of the HEMPEL Project  WCS - Okapi Wildlife Reserve (OWR) |
|  |

Date: 16/07/2025

1. **Introduction and context**

The Wildlife Conservation Society (WCS) is implementing a strategic project,entitled *"Securing the biodiversity, ecosystem services and ecological processes of the Okapi Wildlife Reserve and enhancing the well-being of its resident communities,",* in the Democratic Republic of the Congo (DRC) through DKK 11.2 million funding from the Hempel Foundation.

Implemented between October 2020 and June 2024 (extended until February 2025) within the Okapi Wildlife Reserve (OWR) – a World Heritage Site located in the biodiverse Ituri Forest in Eastern DRC-the project sought to address complex conservation and human development challenges in one of the most ecologically significant yet socio-politically fragile regions of the Congo Basin. The OWR, spans approximately 13,760 km², and is home to globally important species such as the okapi and forest elephants and harbors over 1,200 plant species and 333 bird species. However, it also faces acute threats from illegal mining, deforestation, poaching, and weak governance structures.

To address these challenges, the project was designed around the following three (out of four) strategic pillars with an overarching goal to secure the ecological integrity of the Reserve while simultaneously supporting the rights and resilience of resident communities:

1. **Improved management capacity and effectiveness (Pillar 2)** – Strengthening institutional and operational capacity of the OWR through infrastructure, staff training, and administrative systems.
2. **Enhanced community well-being and governance (Pillar 3)**  – Developing and implementing inclusive community development strategies that prioritize participatory governance, sustainable resource use, and alternative livelihoods, particularly among historically marginalized Indigenous Peoples.
3. **Green growth and sustainable financing (Pillar 4)** – Advancing long-term financial sustainability through the development of an investment plan and diversified financing streams, including climate financing and ecotourism potential.

The project has operated in a challenging context marked by armed conflict, artisanal mining pressures, and widespread poverty, requiring a multi-faceted, adaptive management approach.

As part of the project close-out process, WCS seeks to hire a qualified consultant or firm to conduct the final external evaluation of the project. The evaluation will assess the project's relevance, effectiveness, efficiency, coherence, sustainability, and impact in contributing to the conservation of biodiversity and ecosystem services within the Okapi Wildlife Reserve, as well as its efforts to enhance the well-being of resident communities. The consultant will be expected to provide an independent analysis of project outcomes against established objectives and key performance indicators, generate lessons learned, and offer actionable recommendations to inform future programming and donor engagement.

1. **Purpose and objectives of the Evaluation**

The purpose of this final evaluation is to provide an independent, evidence-based assessment of the project’s performance and results from its inception in October 2020 through June 2024. Commissioned as part of the project close-out process and in accordance with the Hempel Foundation’s partnership agreement and Quality and Effect Evaluation Framework, the evaluation will examine the project’s contributions to biodiversity conservation and community well-being within the Okapi Wildlife Reserve (OWR).

A central aim of the evaluation is to assess the validity and application of the project’s Theory of Change (ToC), which articulates the expected pathways through which WCS interventions- management capacity, community development, and sustainable financing-were intended to contribute to the project’s long-term goal. The evaluation will explore how these pathways unfolded in implementation, assess the extent to which underlying assumptions held true, and determine whether the changes observed are consistent with the expected outcomes and impact.

Specifically, the evaluation will:

1. Assess performance against planned outcomes, outputs, and indicators across the project’s strategic pillars.
2. Examine the coherence and plausibility of the Theory of Change in light of implementation realities and contextual dynamics.
3. Identify lessons learned to inform future conservation programming in complex, high-risk environments.
4. Fulfill the donor’s requirement for an independent external evaluation as a condition for final disbursement and project closure.

Findings will support strategic decision-making by WCS and the Hempel Foundation and will serve to enhance transparency, accountability, and learning for future investments in conservation and community resilience in the DRC and beyond.

1. **Methodology**

The final evaluation will adopt a theory-based, mixed-methods approach combining qualitative and quantitative data collection and analysis. The methodology will be guided by the project’s Theory of Change (ToC) and demonstrate relevance, plausibility of results, and meaningful, sustained change for people and ecosystems.

The evaluation will assess the extent to which the project's outcomes, outputs, and activities were logically and coherently linked to its intended impact, as articulated in the Theory of Change. Overall, it will determine project contribution to the current conservation efforts at OWR. The evaluator will:

* Examine the assumptions underpinning the ToC and assess their validity in the context of implementation.
* Use the ToC to trace pathways of contribution between project interventions and observed changes in protected area management, biodiversity conservation, and community well-being.
* Identify whether unintended outcomes (positive or negative) emerged and how they relate to the ToC logic.
  1. **Evaluation Framework**

The evaluation will be conducted in accordance with the Hempel Foundation’s emphasis to assess quality, effect, and sustainability of outcomes. A specific attention will be paid to:

* The relevance and meaningfulness of changes experienced by communities and ecosystems,
* The plausibility of the project’s contribution to these outcomes (rather than strict attribution),
* The likelihood of sustained results beyond the life of the project.
  1. **Data collection and analysis**

The evaluation will be conducted primarily through a comprehensive review of secondary data. This will include an in-depth analysis of existing project documents including but not limited to:

* The project proposal,
* Monitoring and progress reports,
* Workshop outputs, and
* Relevant internal communication documents

The evaluator will develop and use a structured evaluation matrix to map these sources against the key evaluation questions and the project’s Theory of Change.

Consultations with WCS staff and key stakeholder will be conducted to clarify gaps or contextualize findings. The methodology will focus on triangulating data across documents to assess the relevance, effectiveness, and contribution of the project to its intended outcomes. In collaboration with WCS, the evaluator(s) is expected to finalize the stakeholder engagement approach and develop a list of stakeholders to be engaged during the evaluation for primary data collection. The possibility of field visits will also be discussed during the inception phase. In the event where field visits are not possible, stakeholder engagement and primary data collection will be conducted remotely. Interviewees would include both internal as well as people external to the project for perspectives on relevance and impact. Limitations associated with the absence of primary field data will be transparently noted, and findings will be qualified accordingly to ensure a balanced and credible assessment.

Sampling will be purposive and ensure representation of different stakeholder groups and zones within the OWR. Qualitative data will be thematically coded and triangulated; quantitative data will be analyzed using descriptive statistics where available.

* 1. **Evaluation Criteria and Key Questions**

The final evaluation will be conducted in line with internationally recognized evaluation standards, particularly the OECD-DAC criteria[[1]](#footnote-2)-relevance, effectiveness, efficiency, coherence, sustainability, and impact-as well as additional dimensions such as equity, participation, and learning. The evaluation will be both summative and forward-looking, providing lessons and recommendations for future programming. The following non-exhaustive evaluation questions would guide inquiries:

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| --- | --- |
| **Evaluation criteria** | **Key Evaluation Questions** |
| Relevance | * To what extent were the project’s objectives and design aligned with the needs and priorities of the Okapi Wildlife Reserve, its resident communities, and national conservation policies? * Were the project’s approaches appropriate to the local context, including the socio-political, ecological, and institutional dynamics? |
|  | * To what extent were the intended outcomes and outputs achieved across the three supported strategic pillars (Pillar 2: Management Capacity, Pillar 3: Community Governance and Well-being, and Pillar 4: Sustainable Financing)? * What evidence exists that the project contributed to improved protected area management, community engagement, and the safeguarding of biodiversity and ecosystem services? * Were key risks and assumptions adequately managed throughout implementation? |
| Efficiency | * How well were project resources (financial, human, logistical) utilized to achieve results? * Were implementation timelines and delivery mechanisms effective and responsive to changing circumstances? * Were there cost-effective practices or areas of resource waste? * To what extent has the governance structure, including the functioning of the steering group, reporting requirements, and donor coordination, contributed to the efficient and coherent implementation of the project? What challenges or enablers have been observed in these areas? |
| Coherence | * How well did the project align with and complement other interventions in the region, including those funded by USAID, KfW, CAFI, and others? * To what extent did coordination mechanisms between WCS, ICCN, local communities, and other stakeholders support synergies or mitigate duplication? |
| Sustainability | * What measures were taken to ensure the sustainability of outcomes, including institutional capacity, local ownership, financial mechanisms, and ecological resilience? * Is there evidence that project benefits are likely to continue after project closure? |
| Impact | * What are the observable or measurable long-term effects of the project on biodiversity conservation, community livelihoods, governance, and security within the Okapi Wildlife Reserve? * Did the project contribute to systemic change or transformative outcomes at site or policy level? |
| Cross-Cutting Issues | * How were gender, youth, and Indigenous Peoples’ rights and inclusion integrated into project design and implementation? * To what extent did the project contribute to building trust, accountability, and social cohesion in the context of post-conflict recovery? |
| Learning and adaptation | * What were the major lessons learned throughout the project’s lifecycle? * Were adaptive management practices effectively applied in response to emerging challenges and opportunities? |

* 1. **Ethics and context sensitivity**

The evaluation will follow ethical guidelines and ensure:

* Informed consent,
* Confidentiality and protection of identities,
* Respect for local cultures and Indigenous knowledge systems,
* Conflict-sensitive engagement in insecure or politically sensitive areas.

1. **Intended Users of the Evaluation**

The primary purpose of this internal evaluation is twofold:

1. To enhance internal accountability by assessing the degree to which the project was implemented according to plan.
2. To generate learning that can inform future programming, strategic decisions, and funding opportunities within similar contexts.
3. To share key findings and highlight results and lessons learned from Hempel support.

Accordingly, the users of this evaluation are entirely internal and span three key levels of WCS management: the OWR Site Management including site management team and site-level steering committee (who are also the primary users), National Program Management (WCS DRC) responsible for overseeing country portfolio and Regional Program Management (WCS Central Africa) which supports country missions and will draw on evaluation findings to inform broader regional strategy and to safeguard investment value across programs with similar operational risks.

**Evaluation steering committee**

The evaluation will be done in consultation with WCS OWR team. The evaluation will be managed by the OWR Program Manager and the DRC National Program Director and the evaluator(s) will be expected to collaborate with different departments in OWR including:

1. **OWR Site Management**

* OWR Site Manager
* ICCN Site Director/Representative

**b) Operations and Logistics**

* Chief of Operations (CCOPs)
* Finance Officer/Manager
* Infrastructure Specialist
* GIS Specialist

**c) Program Implementation**

* Head of Community Conservation
* Governance Officer
* Livelihoods Officer
* Governance, Forestry & Markets (GFM) Coordinator
* Technical Program Assistant
* Biomonitoring Lead
* Law Enforcement Lead

**d) Monitoring, Evaluation, and Learning Unit**

1. **Timeline and deliverables**

The final evaluation will be carried out over a maximum period of 30 working days between July - October, 2025 with the specific schedule to be finalized in consultation with WCS. The evaluator is expected to ensure timely delivery of high-quality outputs aligned with the scope of work and field realities, including potential delays due to security constraints in the OWR

**Key Milestones and Deliverables**

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| --- | --- |
| **Timeline** | **Deliverable** |
| **July 1st – 31st, 2025** | **Hiring and contracting of consultant (s)** |
| August 11th, 2025 | * Inception Report, including detailed methodology, work plan, refined ToC review and timelines |
| August 18th, 2025 | * Inception meeting with WCS and Hempel Foundation to discuss inception report |
| August 22nd, 2025 | * Preparation and validation of data collection tools/methods (with WCS) |
| September 1 – 9th, 2025 | * Data collection (KIIs, FGDs, document review – security permitting)[[2]](#footnote-3) |
| September 26th, 2025 | * Finalise data Analysis and draft report writing |
| September 29th, 2025 | * Draft Evaluation Report (submitted for WCS and Hempel feedback) |
| October 6th, 2025 | * Presentation of Preliminary Findings to Hempel Foundation and WCS (validation workshop or virtual) including site, national and regional staff |
| October 17th, 2025 | * Final Evaluation Report (incorporating feedback and aligned with WCS/Hempel guidance) * Two/three page summary of findings for external use e.g. sharing at Hempel Foundation‘s webpage |

1. **Budget and financial proposal**

The evaluator is expected to submit a detailed financial proposal alongside their application. The budget should be inclusive of all professional fees, travel costs (if applicable), accommodation, communication, and any other relevant expenses. It should also reflect the number of man-days required to complete the assignment.

**Budget Guidelines**

* The evaluator should propose a man-day rate and clearly indicate the number of days allocated per task (e.g., desk review, fieldwork, analysis, reporting).
* The budget should include anticipated travel costs, based on the assumption of field visits to OWR and nearby communities (subject to security clearance).
* All logistical arrangements for field visits (permits, vehicles, guides) will be coordinated with WCS, but the evaluator must account for their own travel and subsistence expenses.
* VAT or applicable taxes should be clearly indicated.

1. **Qualifications of the Evaluator**

WCS seeks to engage a highly qualified consultant (individual or firm) with proven expertise in evaluating complex conservation and development projects in remote and fragile contexts. The evaluator must demonstrate a solid understanding of biodiversity conservation, community-based natural resource management, and theory-based evaluation approaches.

* 1. **Essential Qualifications**
* Advanced degrees in a relevant field such as environmental science, conservation biology, development studies, political ecology, or monitoring and evaluation.
* Minimum of 8 years of experience in designing and conducting evaluations of donor-funded projects, preferably in the environmental or conservation sectors.
* Proven track record of theory-based evaluations, including use of Theories of Change and contribution analysis frameworks.
* Demonstrated experience working in sub-Saharan Africa, preferably in Central Africa or the Congo Basin, with strong contextual understanding of conservation, governance, and community dynamics.
* Experience conducting evaluations in conflict-sensitive or security-challenging environments, with flexible and adaptive approaches to fieldwork planning.
* Strong knowledge of qualitative and quantitative data collection methods, participatory approaches, and ethical research standards.
* Excellent analytical, facilitation, and report-writing skills, with the ability to synthesize complex information into clear, actionable findings.
* Fluency in **English** is required; proficiency in **French** is strongly preferred due to the DRC context.
  1. **Preferred Qualifications**
* Familiarity with protected area management frameworks and multi-stakeholder governance models.
* Experience evaluating projects funded by philanthropic foundations (e.g., Hempel Foundation) or bilateral/multilateral donors (e.g., USAID, EU, KfW).
* Understanding of Indigenous Peoples' rights, gender equity, and inclusive development principles in conservation programming.

**APPENDIX B**

**CONTRACT, INSURANCE, AND REGULATORY REQUIREMENTS**

## WILDLIFE CONSERVATION SOCIETY

**STANDARD TERMS AND CONDITIONS FOR SERVICES AGREEMENTS**

These terms and conditions for WCS Services Agreements are incorporated into and made a part of the Agreement between the Parties identified on the foregoing Term Sheet as of the date of such Agreement. Defined terms in this set of terms and conditions, unless the context requires otherwise, have the same meanings as defined in the Term Sheet or elsewhere in the Agreement.

1. **Performance of Services.** As an independent contractor, Contractor will be expected to work on your own. Contractor will, however, be expected to confer with WCS, and Contractor’s work must meet with the approval of WCS. You agree to perform the Services (i) in accordance with this Agreement, including the attached exhibits (where applicable), and generally accepted professional standards of performance and ethical standards of conduct, and (ii) in compliance with applicable law.
2. **Responsibility.** You are solely responsible for your own health and safety and for taking all appropriate and recommended precautions to safeguard you, your employees, agents and subcontractors during the course of performing Services, including, without limitation, obtaining recommended vaccinations and malaria prophylaxis, if applicable. **Neither WCS nor any of its trustees, officers, employees or other agents is liable to you or anyone related to you, or any of your employees, independent contractors or agents for damages due to illness, injury, or death connected in any manner with this Agreement or arising out of this relationship.**
3. **Compensation; Invoices.**

(a) You will be compensated for Services satisfactorily completed in accordance with this Agreement after receipt of acceptable documentation. WCS may withhold payment for deficient performance or breach of this Agreement. Your total compensation for the Services shall not exceed the Total Fee specified herein, except as otherwise approved in advance in writing by WCS, and shall be subject to applicable deductions and withholdings pursuant to Paragraph 4 below. If you are a U.S. citizen or resident, you agree that WCS must receive your completed and signed W-9 form before WCS can make any payments to you under this Agreement.

(b) You will submit invoices and/or activity reports for your work, describing the work performed and the agreed upon Fee for Services, in a form acceptable to WCS, to your contact for review and approval.  You shall also furnish supporting expense documentation describing the expenses requested to be reimbursed. Payment under this Agreement is subject to WCS’s satisfaction with the Services and approval of your invoice and, as applicable, report, deliverable, or other supporting documentation as set forth in Annex A. Payment will be made within forty-five (45) days following the date of your invoice and supporting documentation, once approved unless otherwise expressly agreed herein. Payment will be made by electronic funds transfer, unless otherwise agreed with WCS.

(c) Payment by WCS is conditioned upon WCS’s receipt and approval of invoices, activity reports or other documentation acceptable to WCS regarding your work and level of effort. If WCS disputes an invoice or documentation or part thereof or if an invoice or documentation is prepared or submitted incorrectly in any respect, WCS shall notify you of the item disputed, specifying the reason therefor. WCS may withhold, from any monies which become payable under the Agreement, the amount that WCS considers is related to the subject of the dispute. On settlement of any dispute, you shall submit an invoice for sums due as agreed. Payments by WCS, including advance payment, if any, shall not be deemed acceptance of the Services or deliverables and you shall promptly refund to WCS payments made by WCS if WCS rejects the Services or deliverables within 90 days after completion of the Services or submission of the deliverables or if you fail to deliver the Services in compliance with the terms and conditions of this Agreement.

(d) You shall retain financial records, supporting documents, statistical records and all other records pertinent to the Agreement for a period of at least seven (7) years from the date of settlement of the final invoice. Original records shall be retained; however, copies may be substituted if approved by WCS.

(e) WCS and/or WCS’s Funding Source as applicable, shall have the right to audit your relevant books and accounts in relation to items and/or services paid for under the Agreement at any time. You shall refund any incorrect payments made by WCS adjusted in accordance with the findings of said audit. For avoidance of doubt, the following parties shall have timely and unrestricted access to any of your books, documents, papers and other records (both hard copies and electronic) that are pertinent to the Agreement for the purpose of making audits, examinations, excerpts, transcripts and copies: (i) WCS; (ii) the Funding Source; (iii) if the Agreement is funded under a United States Federal award or contract, the Federal agency, the cognizant Inspector General, and the U.S. Comptroller General; and (iv) duly authorized representatives of any of the foregoing parties (including independent accountants engaged for the purpose). This right shall also include timely and reasonable access to your personnel for the purpose of interview and discussion related to the records covered by this Paragraph 3. The rights of access provided for in this paragraph are not limited to the required record retention period, but shall last as long as the records are retained.

1. **Taxes**.

(a)You are responsible for paying all income, corporation, revenue or similar taxes howsoever described, and interest thereon duly assessed on the income, profits and gains accruing to you in the performance of the Agreement. You may be required to pay applicable direct or indirect taxes, charges or duties due in respect of the Services or of any payment made by WCS to you under this Agreement, and are responsible for informing yourself of applicable tax laws. You are also responsible for paying all taxes including income taxes and social security costs assessed, levied or payable against or on account of wages, salaries, or other emoluments, benefits, or deemed benefits paid to your employees, contractors or agents, as applicable. You agree to and hereby do indemnify and defend WCS and its trustees, officers, employees, independent contractors and agents against any claim relating to such taxes and statutory deductions.

(b) If you are a U.S. taxpayer, you will be paid without deductions for income taxes or social security. In such case, even though income tax or social security deductions are not made by WCS, you should be aware that WCS may be obligated by United States Treasury regulations to report total annual amounts paid to you to the Internal Revenue Service for informational purposes.

(c)If the Services are being performed outside the United States, WCS may withhold from the Fee or recover from amounts already paid to you under this Agreement, any income, business, and/or other taxes and charges, including Value Added Tax, that are required to be paid by WCS as the recipient of Services under this Agreement pursuant to applicable law or the rules, orders or directives of any competent taxing authority. Unless otherwise expressly stated in this Agreement, deductions will be made to the Fee as necessary in accordance with this Paragraph 4(c), and WCS shall not be required to make any additional payment or top-up to account for such taxes and charges.

1. **Compliance**. You are responsible for observing and complying with all laws, rules and regulations applicable to your obligations and performance of the Services under this Agreement, including, without limitation, labor, worker’s compensation, environment, safety and health, tax and other requirements. Unless otherwise agreed with WCS in writing, you are solely responsible for obtaining all authorizations, permits, licenses and permissions, including, if applicable, entry visas and work permits, in order to perform the Services. Unless otherwise agreed in writing with WCS, you are solely responsible for the payment of all customs duties, excise duties, occupation and other like taxes assessed or levied with respect to the import and/or export of equipment, material or services in connection with the Services.
2. **Out of Pocket Expenses.** If so provided on the Term Sheet to this Agreement, WCS will reimburse you, at cost and in accordance with WCS’s expense guidelines, for all reasonable and necessary out-of-pocket expenses actually incurred by you and directly related to the provision of the Services up to a total designated by WCS, as the case may be. WCS will not be liable for your expenses unless, with each request for reimbursement of expenses, you promptly submit expense documentation evidencing the expenses in a form acceptable to WCS, and in any event not later than thirty (30) days from the termination or expiration of this Agreement. Payment will be made within forty-five (45) days from receipt of Contractor’s expense reimbursement request and WCS’s acceptance of Contractor’s supporting documentation.

1. **Independent Relationship**. Your relationship to WCS under this Agreement is that of an independent contractor. Nothing in this Agreement will be deemed to constitute a relationship of employer-employee, joint venture, partnership, agency, or legal representative between you and WCS for any purpose. Because you are an independent contractor, neither you nor, as applicable, any of your employees, officers, representatives, independent contractors or agents will receive the sick leave, vacation, pension or related benefits associated with regular employment at WCS. Unless authorized in writing, you may not represent or assume to represent WCS or bind WCS in any manner.
2. **Insurance.**

(a) **Health and Travel-related Requirements for Individuals.** If you are an individual, you must comply with the insurance requirements listed in Annex C for Individuals, unless exempt from one or more of these requirements as may be set forth in Annex C.

(b) **Insurance Requirements for Entities.** If you are a corporation, partnership or other legal entity (“Entities”), you must comply with the insurance requirements listed in Annex C for Entities, unless exempt from one or more of these requirements as may be set forth in Annex C.

(c) **Proof of Insurance.** You must furnish proof of insurance reflecting required coverages upon execution of the Agreement and before the performance of Services. If you are an individual, said proof of insurance must include the contact information for the insurance company, the underlying levels of insurance, and emergency contact and beneficiary information.

1. **Termination.**

(a)Unless otherwise stated expressly in this Agreement, WCS may terminate this Agreement without cause by furnishing at least 30 days’ written notice to you. In such event, you will be paid only for Services actually rendered prior to termination and deemed satisfactory by WCS.

(b) If either party breaches any material term of this Agreement, the non-breaching party may give the other party written notice of its intent to terminate this Agreement. If the breaching party does not cure the breach (if it can be cured) within ten (10) business days after receipt of the notice, the non-breaching party may terminate the Agreement immediately. In addition, WCS may terminate this Agreement **immediately** upon written notice to you (i) upon termination or non-funding of all or part of the Funding Source (if any) for this Agreement, (ii) upon instruction by the Funding Source (if any) to terminate all or part of this Agreement; or (iii) if WCS determines that Contractor is in breach in any material respect of any representation, warranty, covenant or agreement contained in this Agreement, including without limitation under Paragraphs 13, 19, 20 and 21. Such notice may be given by email and/or fax directed to your contact listed on the Term Sheet, and will be effective when the email and/or fax is received.

(c) You will not incur any additional expenses between the date of notice of termination and the date of termination without the prior written consent of WCS. Upon any termination of this Agreement, the parties will cooperate to bring their relationship to an orderly conclusion.

1. **Conduct.** You are required to comply with WCS policies and procedures to the extent you perform Services at WCS’s facilities, on sites under WCS’s management or control, using or having access to WCS equipment (including vehicles, boats, and aircraft), or act as WCS’s agent. You agree to comply with all directives of WCS regarding conduct on those premises and/or using those facilities, such as safety rules and regulations, and, as applicable, shall instruct your employees, representatives, agents and/or sub-contractors accordingly. WCS will give you notice of such directives. You will also comply with any security restrictions imposed by WCS while performing the Services. You are solely responsible for the safety and conduct of yourself and, as applicable, any of your staff or of any person that you may retain to carry out the Services in this Agreement. WCS shall not, in any circumstances or for any reason, be held liable for loss or damage sustained or caused by you or your employees, representatives, sub-contractors or agents.
2. **Confidentiality.** You warrant that you will maintain in strict confidence Confidential Information (as defined below) to which you have access during the term of this Agreement. You will treat Confidential Information with the same standard of care that you use in maintaining your own Confidential Information, provided that that standard is not negligent. You will use Confidential Information only as is required by this Agreement, and you will not reveal it to a third party without the prior written consent of WCS. “Confidential Information” means information concerning the affairs, activities, research, proposals, projects, employees, members, donors, finances, property or method(s) of operation, trade secrets, know-how and similar information of WCS, its affiliates, as well as any third party and its affiliates with which WCS may collaborate. Confidential Information does not include information which (a) is already known through lawful means to you before disclosure by or on behalf of WCS, (b) after disclosure, becomes generally known to the public through no breach or fault by you, (c) you receive from a third party who is free to make such disclosure without breaching any legal obligation to WCS, (d) you develop independently as evidenced by your own written records, or (e) is required to be disclosed by judicial or administrative process, in which case you will notify WCS of the obligation and cooperate reasonably with WCS’s effort to bar or seek a modification of the order.

As applicable, you will advise your employees, directors, officers, representatives, sub-contractors and agents that Confidential Information may be treated only as provided herein and cause such employees, directors, officers, representatives, independent contractors and agents to comply with these requirements.

1. **Intellectual Property.**

(a)Unless otherwise stated expressly in this Agreement, any work developed or performed by you, or materials delivered by you, for WCS is being created at the insistence of WCS and shall be deemed “work made for hire” under applicable law. These materials, whenever and wherever created, are referred to collectively in this Agreement as the “Work” or “Works.” You agree that all original Work submitted by you as part of the Services or as part of the process of creating the Work, including but not limited to programs, listings, printouts, documentation, notes, flow charts, programming aids, and deliverables shall be the property of WCS whether or not WCS uses such material. No rights are reserved by you.

(b) Unless otherwise stated expressly in this Agreement, you hereby grant, assign, and convey to WCS all rights, title, and interest in and to the Works, all inventions, works of authorship, and other proprietary data, and all other materials (as well as any U.S. and foreign copyrights, patents, trade secrets, or other intellectual property rights attendant thereto) conceived, reduced to practice, authored, developed, or delivered by you or your employees, agents, consultants, contractors, and representatives either solely or jointly with others, during and in connection with the performance of the Services under this Agreement with WCS. You agree that you will not seek, and that you will require your employees, agents, consultants, contractors, and representatives not to seek, patent, copyright, trademark, registered design, or other protection for any rights in any such inventions, works or authorship, proprietary data, or other materials. You agree that you shall do and that you will require your employees, agents, consultants, contractors, and representatives to do, at WCS’s expense, all things and execute all documents as WCS may reasonably require to vest in WCS or its nominees the rights referred to herein and to secure for WCS or its nominees all patent, trademark, or copyright protection. Except if or as expressly permitted hereunder, you may not use the Work for any purpose except as needed to carry out the Services without the prior written consent of WCS.

1. **Warranties.** Contractor represents and warrants to WCS that (i) Contractor has the full power and authority to enter into and perform this Agreement and to grant the rights granted hereunder, (ii) Contractor and those performing Services on Contractor’s behalf have the necessary knowledge, qualifications, licenses, permits, ability and expertise to perform Services set out in this Agreement to the standard of care and technical professional expertise required by WCS, (iii) entering into this Agreement and performing the Services will not conflict with any agreement between Contractor and any other party, (iv) each of the Works is original and Contractor is the sole author of each of the Works and the owner of all rights assigned in this Agreement to WCS, (v) no part of the Works will defame or libel, or infringe or violate any copyright, trade secret, trademark, patent, invention, or other proprietary or personal right of any third party, (vi) any part of the Works or other material(s) furnished but not created by Contractor do not infringe upon or violate any personal or property rights of others and Contractor has the right to furnish such material(s) to WCS, (vii) any media containing any digital program which is included in the Works will be free from defects in material and workmanship and any such computer program will contain no virus or disabling device or content that could interfere with continuous performance of such computer program, (viii) any digital program, database and otherelement of the Works is fit for the purpose for which it is has been prepared or developed and will be ableaccurately to recognize, record, present, store, and process data (including dates and date-related data), (ix) as applicable, Contractor will provide WCS with all source code, programmer documentation, and other materials necessary for WCS to maintain and modify any computer program developed by Contractor under this Agreement, and (x) at all times during the term of this Agreement, with respect to personally identifiable information (“PII”), hereby defined as information that can be used to distinguish or trace an individual’s identity, either alone or when combined with other personal or identifying information that is linked or linkable to a specific individual, Contractor (A) is capable of providing, and will maintain, reasonable and appropriate physical, technical and administrative safeguards for any PII received from WCS, or created or received on WCS’s behalf, including, without limitation, during the transfer of the PII between WCS and Contractor; and (B) will maintain sufficient procedures to detect and respond to any attempted unauthorized acquisition or use of PII in paper or electronic form or interference with information system operations affecting electronic PII.
2. **Indemnification.** To the fullest extent permitted by law, and notwithstanding any limitation of liability or dispute resolution provision contained in this Agreement, Contractor shall defend, indemnify and hold harmless WCS, its affiliates and their respective trustees, directors, officers, employees, guests, independent contractors, agents, successors and assigns (together, the “Indemnitees”) from and against, and reimburse Indemnitees for, any and all claims, demands, liabilities, losses, damages, liens, encumbrances, penalties, fines, suits, proceedings, judgments, causes of action, costs, fees and expenses, including reasonable attorneys’ fees, court costs and out-of-pocket expenses (“claims”), including claims for damages because of bodily injury, illness, disease, or death, damage to, loss of use, or destruction of tangible property, arising out of or occurring as a result of the work or operations of the Contractor or any of its subcontractors, sub-subcontractors, suppliers, or any of their agents, employees, officers, directors or partners, for WCS, excluding only liability caused by the Indemnitees’ sole and exclusive negligence. Contractor further agrees to defend, indemnify and hold harmless Indemnitees from any claims arising from (i) any breach of this Agreement by Contractor, (ii) any infringement by Contractor of copyright, trademark, patent or other intellectual property rights, or (iii) both. Contractor’s agreement set forth in this paragraph shall not be deemed excess coverage to any insurance or self-insurance Indemnitees may have covering a claim.
3. **No Consequential Damages.** **IN NO EVENT SHALL EITHER PARTY BE LIABLE OR RESPONSIBLE TO THE OTHER PARTY FOR INDIRECT, SPECIAL, INCIDENTAL, PUNITIVE OR CONSEQUENTIAL DAMAGES, OR DAMAGES FOR LOST PROFITS OR LOST SAVINGS, EVEN IF A PARTY IS INFORMED OF THEIR POSSIBILITY.**
4. **Force Majeure**. Neither party shall be in breach of this Agreement if its performance is materially and adversely affected by acts of government, civil unrest, terrorism, riots, military actions, border closures, labor disputes, major infrastructure disruptions, environmental disasters, extreme natural phenomena, public health crises or other causes beyond the reasonable control and without the negligence or fault of the non-performing party (each, an “Event of Force Majeure”). The non‑performing party shall give prompt written notice thereof to the other party, including a description of the Event of Force Majeure. For the duration of the Event of Force Majeure, the affected requirements of this Agreement shall be suspended; provided, however, that the non‑performing party shall use reasonable efforts to mitigate the effect of the Event of Force Majeure on its performance under this Agreement. After the Event of Force Majeure, the parties shall resume performance as soon as reasonably practicable, unless they agree otherwise in writing. If an Event of Force Majeure lasts over 30 consecutive days or severely undermines the primary purpose for entering into this Agreement, either party may terminate this Agreement without penalty by written notice to the other. In the event of such a termination, payment will be made for services satisfactorily performed and goods delivered and accepted. To the extent any deposit has been paid in advance in respect of services that have not yet been satisfactorily performed or goods that have not yet been delivered and accepted, such deposit shall, upon written agreement of the parties, be retained as a credit toward future services or goods or, failing such agreement of the parties, refunded in full within 30 days of the termination.
5. **Governing Law**. Unless otherwise stated expressly in this Agreement, this Agreement shall be governed by the laws of the State of New York, disregarding New York’s choice of law rules. However, this paragraph is not intended to modify or affect the applicability of labor and employment laws of the United States or other jurisdictions, which may or may not apply to the professional relationship memorialized in this Agreement based on particular facts and circumstances.
6. **Dispute Resolution.** The parties hereby agree that, in the event of any dispute, controversy or claim between the parties relating to this Agreement, the parties shall first seek to resolve the dispute through informal discussions. If not resolved within 60 days of notification of a dispute, and your principal place of business is in the U.S., then the parties hereto consent to the exclusive jurisdiction and venue of any state or federal court located in the State of New York and County of New York empowered to enforce this Agreement and waive any objection thereto on the basis of personal jurisdiction or venue or any other basis. Nothing in this Paragraph 18 shall limit the right of WCS to seek injunctive or other equitable relief in any court of competent jurisdiction and to this extent you irrevocably consent to the non-exclusive jurisdiction of any court having competent jurisdiction over you or your assets for purposes of seeking injunctive and equitable relief. If your principal place of business is outside the U.S., then the parties agree that the dispute, controversy or claim will be settled by binding arbitration in accordance with the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules, conducted in the English language before a panel of three (3) arbitrators appointed in accordance with the aforementioned rules. The parties agree that WCS shall select the venue (legal seat) and physical locationof arbitration proceedings at its sole discretion, regardless of the party initiating the dispute. Each party shall bear its own costs and fees, including attorneys’ fees, expert fees, and other expenses related to the arbitration between the parties. The decision of the arbitrators shall be final and binding upon the parties and their respective successors and assigns.

19. **Government Officials and Employees**. WCS is bound by U.S. laws and regulations that prohibit making corrupt payments, directly or indirectly, to any government official. Contractor hereby represents and certifies that, in performing the Services pursuant to this Agreement, Contractor and its directors, officers, employees and agents have not and will not offer, pay, promise or authorize the payment, directly or indirectly through any other person or entity, of any monies or anything of value to any governmental official or employee or any political party or candidate for political office, for the purpose of inducing or rewarding any favorable action or influencing any act or decision of such official or of the government. WCS may terminate this Agreement immediately if Contractor fails to comply with the conditions stated in this Paragraph 19.

20. **Preventing Terrorist Financing; Other U.S. Sanctions and Export Controls**. (a) WCS is bound by U.S. laws and regulations that prohibit having transactions with and providing material support or resources to individuals or groups that engage in or support acts of terror. By entering into this Agreement, Contractor represents, certifies and agrees that (i) Contractor does not engage in or support, directly or indirectly, acts of terror and (ii) Contractor shall not engage in transactions with, or provide resources or support to, individuals and organizations associated with terrorism, including those individuals or entities that appear on the Specially Designated Nationals and Blocked Persons List maintained by the U.S. Treasury (online at: http://www.treasury.gov/resource-center/sanctions/SDN-List/Pages/default.aspx) and the United Nations Security Council’s ISIL (Da’esh) and Al-Qaida Sanctions List (online at: https://www.un.org/sc/suborg/en/sanctions/1267/aq\_sanctions\_list). Further, Contractor represents, certifies and agrees that Contractor is implementing, and over the course of this Agreement will continue to implement, reasonable monitoring and oversight to assure continuing compliance with these representations, certifications and agreements and that, on request, Contractor will provide documentation of the monitoring and oversight of these efforts. WCS may terminate this Agreement immediately if Contractor fails to comply with the conditions stated in this Paragraph 20. This provision must be included in all subcontracts issued under this Agreement.

(b) All transactions funded under this Agreement shall comply fully with all applicable U.S. economic and trade sanctions, including (without limitation) those administered by the Office of Foreign Assets Control (OFAC) of the U.S. Department of Treasury, as well as export restrictions administered by the U.S. Government. Without limiting the generality of the foregoing, Contractor certifies and agrees that Contractor has not and shall not use any funds or services provided under this Agreement, whether directly or indirectly, to (1) engage in, support, or otherwise facilitate a transaction in which an individual, entity or country designated by OFAC has an interest of any nature whatsoever, direct or indirect, in violation of U.S. law or regulations, including, without limitation, those administered by OFAC; or (2) export or re-export items or purchase items to export or re-export in violation of U.S. law or regulations, including, without limitation, the Export Administration Regulations administered by the Bureau of Industry and Security of the U.S. Department of Commerce.

1. **Ethical Conduct and Respect for Human Rights.**  Contractor represents and warrants that the Contractor and, as applicable, its employees, officers, directors, subcontractors or agents shall perform the Services:

(i) following the highest standards of professional and personal ethics;

(ii) in accordance with internationally-recognized standards of human rights and human rights laws;

(iii) with due respect for the cultures and customs of Indigenous Peoples, local communities and countries in which it is implementing the Services;

(iv)  without directly, or indirectly, engaging in or tolerating any form of human trafficking (i.e., the act of recruiting, transporting, transferring, harboring or receiving a person through use of force, coercion or other means for the purpose of exploiting them); and

(v) ensuring that no form of physical or emotional abuse, sexual abuse, neglect, exploitation or any other activity occurs by the Contractor and, as applicable, its employees, officers, directors, subcontractors or agents, that could result in harm to the health, safety, survival, development or dignity of any individual.

Contractor shall immediately report to WCS if Contractor or, as applicable, its employees, officers, directors, subcontractors or agents, witness or receive a complaint relating to human rights violations or harm to Indigenous Peoples, local communities, vulnerable groups or other individuals in the implementation of the Services. Contractor shall also immediately disclose to WCS if it becomes aware of (a) any allegation of fraud, corruption, unethical or illegal conduct in connection with the Services, or (b) any actual or potential breach of the representations of Paragraph 20 or this Paragraph 21. Contractor shall provide its full and timely cooperation with any audits, inspections, or investigations following a disclosure under Paragraphs 20 and 21.

22. **Survival.** Upon any termination or expiration of this Agreement, the provisions of this Agreement that by their context are intended to survive the expiration or termination of this Agreement shall survive, including, without limitationParagraphs 1, 2, 3, 4, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 22, 23 and 24.

23. **Entire Agreement.** This Agreement (including the Term Sheet and all exhibits attached to this Agreement, all of which are incorporated in and made a part of this Agreement) constitutes the entire agreement between you and WCS and may be altered only by subsequent mutual agreement in writing. WCS represents and warrants that this Agreement has been duly executed on its behalf by its authorized agent or agents. You represent and warrant that this Agreement has been duly executed by you or on your behalf by your authorized agent or agents. The provisions of this Agreement shall be read together and applied in a manner consistent with the purpose of this Agreement to the maximum practicable extent. In the event of any apparent conflict or inconsistency between or among the provisions of the Term Sheet, the Standard Terms and Conditions and any Annex attached to this Agreement, you shall have an affirmative duty to notify WCS and obtain guidance before interpreting them. You agree to be bound by the interpretation determined by WCS and shall be held liable for any interpretation inconsistent with WCS’ position if you fail to notify WCS. This Agreement may not be assigned by you without the prior written agreement of WCS, and any purported assignment made in violation of this prohibition will be null and void.

24. **Counterparts.** This Agreement may be executed electronically (i.e., PDF format), by facsimile and in one or more counterparts, each of which shall constitute an original document and all of which taken together will constitute one instrument.

**///END OF TERMS AND CONDITIONS///**

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**Annex A – Scope of Services and Other Conditions**

**I. Scope of Work [include list of deliverables and deadlines and Budget, if applicable]**

**II. Payment Schedule**

**Payments will be made within 45 days of the date of your invoice, once approved, unless otherwise expressly agreed herein.** See Paragraph 3(b), Standard Terms and Conditions.

**III. Payment Method – Unless otherwise agreed by the Parties, WCS may use any means, including electronic payment**

**IV. Additional or Special Conditions or Restrictions [for Funding Source conditions or restrictions, see Annex B]**

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**ANNEX B – FUNDING SOURCE(S) [IF APPLICABLE]**

**I. Funding Source(s):**

Name of Funding Source/Donor:

Title of Agreement:

Date of Agreement:

Title of Project:

WCS Fund/Grant #:

Cost Center/WBS:

If there are any amendments to the funding source agreement, list them here:

*Check here if there are no amendments:*

If the above agreement is a subaward or subcontract, provide the same information as above with respect to the prime award or contract:

*Check here if there is no prime award or contract:*

If there other funding source(s), provide the same information as above:

*Check here if the only funding source is listed above:*

**II. Funding Source Requirements**

[Insert as applicable and in accordance with guidance provided in Instruction Sheet.]

**ANNEX C – INSURANCE REQUIREMENTS**

For the entire term of the Agreement and at any time the Contractor is providing services to WCS, the Contractor agrees to obtain and maintain insurance as described and in amounts not less than those set forth below, covering Contractor’s operations and those of any subcontractors, sub-subcontractors, suppliers, or any of their agents, employees, officers, directors or partners, in connection with the services provided. Check the boxes as appropriate. Approval from WCS’s Risk Management and Insurance Department is required for any deviations.

INDIVIDUALS: (Natural persons or individuals engaged through a corporation, partnership or other type of entity where that individual is the sole worker at the corporation, partnership or entity)

Individuals are required to have the following insurance coverages and to ensure that any subcontractors have the same level of insurance; if a listed exception applies, check the appropriate box:

* Health (coverage provided either by private insurance or, in some jurisdictions, under a national health system)
* Travel Accident insurance with a minimum limit of US$250,000 (or equivalent local currency), covering Emergency Medical Evacuation and including Repatriation of Remains.

Pre-authorized exceptions *(check if applicable)*:

1. Local national or legal resident Contractor providing services in-country:
   1. where services involve no travel (including in-country travel) is not required to have travel, medical evacuation or repatriation of remains insurance coverage (note: health insurance remains required):
   2. who is covered by national in-country health system or equivalent is not required to have separate health insurance coverage:

* Professional Liability (Errors & Omissions)

***Limits:*** $1,000,000 per claim

$2,000.000 aggregate

Pre-Authorized Exception: Contractor’s services do not involve licensed professional services (e.g., services requiring professional licenses such as architects, auditors, engineers and doctors):

CORPORATIONS, PARTNERSHIPS AND OTHER LEGAL ENTITIES (collectively, “ENTITIES”):

Entities are required to have the following insurance coverages and to ensure that any subcontractors have the same level of insurance; if a listed exception applies, check the appropriate box:

* Public/Third Party General Liability

***Minimum Limits:***

$ 1,000,000 per occurrence

$ 2,000,000 aggregate

* Excess/Umbrella Liability

***Minimum Limits:***

$ 2,000,000 per occurrence

$ 2,000,000 aggregate

* Automobile Liability

***In accordance with local law.***

Pre-Authorized Exception: Contractor’s services do not involve use of their own or leased vehicles or will use WCS vehicles:

* Worker’s Compensation/Employer’s Liability (or equivalent insurance covering employees injured in the course of employment duties)

***Limits-*** Statutory Limits

***Employer*** ***Liability Limits:***

$ 1,000,000 – each accident

$ 1,000,000 disease – policy limit

$ 1,000,000 disease – each employee

* Professional Liability (Errors & Omissions)

***Limits:*** $1,000,000 per claim

$2,000.000 aggregate

Pre-Authorized Exception: Contractor’s services do not involve licensed professional services (e.g., services requiring professional licenses such as architects, auditors, engineers and doctors):

• Additional Requirements for Entities:

* + All policies will include a waiver of subrogation for the benefit of WCS.
  + Wildlife Conservation Society will be included as an Additional Insured under the General Liability, Excess Liability, and Auto Liability policies (unless any such coverage is not required).
  + Contractor’s policies shall be primary, and any insurance maintained by WCS is excess and noncontributory.
  + Contractor specifically agrees to provide WCS at least 30 days’ notice of any termination, cancellation or material modification of any of the above insurance policies.
  + A Certificate of Insurance shall be provided to WCS in advance of the term and sent to:

Wildlife Conservation Society

2300 Southern Boulevard

Bronx, NY 10460

Attn: Risk Management and Insurance Certificate of Insurance Processing

Email: [dholtsclaw@wcs.org](mailto:dholtsclaw@wcs.org); [lasbaty@wcs.org](mailto:lasbaty@wcs.org)

1. https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html [↑](#footnote-ref-2)
2. Note: Field visits are subject to security clearance. If field access is restricted, the evaluator will work closely with WCS to identify feasible remote or proxy data collection options. [↑](#footnote-ref-3)