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**TERMS OF REFERENCE  
(Individual Contractor Agreement)**

**Title:** Project Management Support – Advisor  
**Project:** FSP OP6 Kenya  
**Duty station:** Home Based  
**Section/Unit:** NYSC SDC GMS  
**Contract/Level:** ICS-11/IICA-3  
**Supervisor:** Kirk Bayabos, Head of Cluster

## 1. General Background

UNOPS supports partners to build a better future by providing services that increase the efficiency, effectiveness and sustainability of peace building, humanitarian and development projects. Mandated as a central resource of the United Nations, UNOPS provides sustainable project management, procurement and infrastructure services to a wide range of governments, donors and United Nations organizations.

New York Service Cluster (NYSC) supports the United Nations Secretariat, as well as other New York-based United Nations organizations, bilateral and multilateral partners in the delivery of UNOPS mandate in project management, infrastructure management, and procurement management

Sustainable Development Cluster (SDC) supports diverse partners with their peacebuilding, humanitarian and development operations. It was formed by combining the following portfolios: Grants Management Services (GMS), UN Technology Support Services (UNTSS), Development and Special Initiatives Portfolio (DSIP) It provides Services to partners' programmes that are designed, structured, and managed with a global perspective and primarily serving partners that are headquartered in New York. The SDC has a footprint of approximately 125 countries.

UNOPS has signed an agreement with the UNDP CO of Kenya to implement the project activities for the Small Grants Programme.

In accordance with UNDP and GEF M&E policies and procedures, all full sized projects supported by the GEF should undergo a Terminal Evaluation (TE) upon completion of implementation. The Final Evaluation is intended to assess the relevance, performance and success of the project. It looks at signed of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global and national environmental goals. The Final Evaluation also identifies/documents lessons learned and makes recommendations that project partners and stakeholders might use to improve the design and implementation of other related projects and programmes.

The Final Evaluation is to be undertaken in accordance with the “GEF Evaluation Policy” (see [http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019\\_2.pdf](http://www.gefio.org/sites/default/files/ieo/evaluations/files/gef-me-policy-2019_2.pdf) ).

This Terms of Reference (ToRs) sets out the expectations for the TE of the full-sized project titled Sixth Operational Phase of the GEF Small Grants Programme in Kenya (PIMS# 5730) implemented through the United Nations Office for Project Services (UNOPS). The project started in September July 2017 and is in its fourth year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’.

The **objective** of the Sixth Operational Phase of the GEF Small Grants Programme in Kenya (PIMS#5730) full-sized project is to enhance the socio-ecological resilience of selected landscapes and seascapes through community-based initiatives. SGP creates synergies between individual grants by adopting a landscape/seascape approach which enhances overall program impact. Among other approaches, SGP promotes the establishment and effective operation of multi-stakeholder platforms at each landscape/seascape and encourages local governments, civil society organizations and the private sector to partner with local communities for the implementation of participatory landscape/seascape strategies, plans and projects. It also fosters the establishment of partnerships between civil society organizations and the private sector for bringing renewable energy and energy efficient technologies to poor local communities in off-grid areas through proposals that demonstrate innovation, sustainability and the potential for growth. Three ecologically sensitive areas of global and national significance were selected for the implementation of this phase: the Kenya Lake System in the Great Rift Valley, the Sacred Mijikenda Kaya Forests - both protected under the World Heritage Convention - and the biodiversity-rich marine ecosystem of southern Kenya. While these areas provide important ecosystem services to the country and are essential for the livelihoods of pastoralist, agricultural, and fisher communities, they all present different levels of biodiversity loss and land degradation, exacerbated by climate change.

The project is linked to the United Nations Development Assistance Framework (UNDAF) through Outcome 1: *Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.* The UNDAF, which articulates commitment of the United Nations (UN) to support the people of Kenya realize their development agenda, was developed in collaboration with the Government of Kenya as the host and key implementing partner among other stakeholders ensuring ownership, and alignment to national and county development priorities. The UNDP Country Development Plan (CDP), which is distilled from the UNDAF, is a 5 year programmatic blueprint that outlines UNDP development support to Kenya. It focus' on three pillars: Governance, Peace and Security; Inclusive Growth and Structural Transformation; and Environmental Sustainability, Climate Change and Resilience, and SGP is aligned to two of its outputs; *Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.*

*Output 1.5: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy).*

The start date of the project is September 2017, and the original end date was August 2019. However, due to challenges and difficulties faced by the project, the project requested, and was granted two no-cost extensions; one for the project to end August 2020 and the other for an end date of February 2022. The cost of the project is USD 9,221,644, of which USD 3,561,644 is from the GEF Trust Fund and USD 5,660,000 is parallel co-financing from the following: UNDP Kenya County Office, WWF and grantees.

A total of 68 projects were approved for funding. Three of them are strategic projects; one at each production landscape/seascape. Their key roles are to (i) establish a multi-stakeholder platform; (ii) liaise closely with the county government and the local communities; (iii) provide mentorship to funded organizations; (iv) conduct monitoring of implemented activities; and (v) develop knowledge management products. The remaining 65 projects are clustered as follows: 25 in the Lake Bogoria landscape; 15 in the Shimoni-Vanga seascape; 12 in the sacred kaya forest and 13 in the climate change mitigation portfolio. Of the 68 projects, 4 were terminated by the NSC, primarily because of poor management of funds allocated to the organizations.

The project is composed of 2 components: **Component 1:** Resilient rural land and seascapes for sustainable development and contribution to global environmental protection, which is comprised of 5 outcomes and **Component 2:** Capacity building and knowledge management which is comprised of 2 outcomes; giving a total of 7 outcomes. Below is a summary of the progress of the outcomes.

***Outcome 1.1 – Multi-stakeholder platforms established/strengthened to develop and execute participatory adaptive management landscape/seascape strategies and plans to enhance socio-ecological landscape resilience and global environmental benefits***

Four multi-stakeholder platforms with strong CSO participation are operating effectively with strong CSO participation; one at each of the land/sea-scapes and a fourth one at the Lk. Elementaita landscape. However, the Covid-19 pandemic has affected effectiveness and slowed down the momentum. For most of 2020 and 2021, social gatherings were banned, and it was impractical to host the meetings virtually because a good number of members, especially local community, either have no access to wifi/internet or do not have enough money to purchase bundles/data. With regards to the adaptive participatory landscape strategies and management plans, three were developed (one for each target land-/seascape) based on a socio-ecological baseline assessment that was conducted prior. In each of the land/sea-scapes, this work was led by the strategic partners, and was conducted in a participatory manner, that brought on board a wide range of stakeholders.

***Outcome 1.2 – Ecosystem and biodiversity conservation enhanced through sustainable livelihoods and other community-based interventions in the target landscapes and seascapes.***

Under the leadership of the Kenya Wildlife Conservancies Association (KWCA), 3 community conservancies: Kiborgoch, Chuine and Irong have developed a 5-year land use plan, resource maps and business plans. The conservancies cover a total of 4,793 ha. The Baringo County Community Conservancies Association - (BCCA); the organization that brings together all the wildlife conservancies in Baringo county - has been institutionally strengthened by the KWCA, with additional funding from the USAID. BCCA developed and signed an MOU with the county government of Baringo which outlines various areas where the County Government will work with BCCA to scale up conservation efforts in the County, such as establishment of additional community wildlife conservancies in wildlife-rich habitats, and support to tourism related activities that will contribute towards sustainability of conservancies.

The 7 Beach management units (BMUs) within the Shimoni-Vanga seascape (covering 9,040 ha) have undertaken conservation measures such as expansion and demarcation of LMMAs; coral restoration, mangrove rehabilitation, solid waste management and monitoring control and surveillance to better conserve resources in the seascape.

An additional 8 community initiatives addressing coastal marine biodiversity have also been funded. Key activities implemented include:; ecotourism enterprise improvements, fish value addition and post-harvest management, education and awareness through art and performance.

***Outcome 1.3 – Flow of agro-ecosystem services to sustain food production and livelihoods in the target landscapes improved through community-based interventions.***

Approximately 500 farmers within the Lk. Bogoria landscape and the Kaya forest landscape are collaborating to grow climate smart crops using agro-ecological principles. The indigenous crops include cowpeas, sorghum, finger millet, pigeon peas, cassava, sweet potato kales, green grams, black nightshade, spider plant and pumpkins. Demo farms have been established by 3 grantees (Endorois Women; Sossiche WG and Seed Savers Network (SSN) from which members learn and apply. In the Kaya landscape, groups that promote agro-ecological farming are: The Mikahani Farmers Association ; that promotes farming of the

high quality chilli species known as the African bird-eye chilli, and the Ufanisi Women's group that has established a demo herbal garden, and promotes the growing of traditional medicinal herbs, shrubs and trees.

In the lake Bogoria landscape, seven organizations grow *Cinchrus ciliaris* grass to cushion members during periods of drought, when pasture is scarce and livestock death rates are high. In addition, growing of pasture reduces overgrazing and the resulting consequences of land degradation.

4 community groups were awarded grants to contribute to improved water quality and quantity of the Lake Bogoria basin by implementing actions such as restoration of river bank vegetation, construction of water troughs next to livestock watering points; pegging of the riverine catchment; reduced water abstraction for irrigation agriculture, as well as improved farming practices that reduce siltation.

***Outcome 1.4 – Community-based eco-friendly enterprises formed/strengthened along the value chain with increased access to financial services and markets.***

13 community-driven enterprises have been strengthened of which 3 enterprises are women groups; Wasini Women group; Indian ocean Water Body; and Sinyati Self Help group. The breakdown of the 13 groups is as follows: 5 in the Lake Bogoria landscape (bee-keeping x2, eco-tourism and sale of fresh milk); 4 in the Kaya forest landscape (eco-tourism; chili farming and processing, export of butterfly pupae, and processing of traditional medicinal products). In the Shimoni-Vanga seascape, there are 2 eco-tourism projects and 1 of fish marketing (some details on results are outlined below). Under the climate change mitigation portfolio, there are 2 projects; one that promotes the cultivation and sale of organic vegetables and the other that promotes sale and adoption of energy efficient stoves.

Two joint ventures have been formalized with the private sector; CEJAD within the Shimoni-Vanga seascape and Farming Systems Kenya (FSK) in the Lake Bogoria landscape. CEJAD is a national NGO that works with local communities in the Shimoni-Vanga seascape to create awareness on the marine plastic pollution menace, organizes beach clean ups, and has facilitated the training of 40 community members, 30 of them women, to undergo a training on converting plastic waste into sellable artefacts. CEJAD has entered into a partnership with a private sector company to recycle plastic. In the Lake bogoria landscape, Farming Systems Kenya entered into a partnership with Maji Milele - a social enterprise that sells high quality prepaid ATM water meters for communal water points. This technology enhances transparency and accountability of the use of water and hence directly improves management of the water resource.

***Outcome 1.5 – Multi-stakeholder partnerships develop and implement initiatives for community low-emission systems***

Six partnerships have been established with private sector and are functionally demonstrating how to deploy and scale-up Renewable Energy (RE) and Energy Efficient (EE) technologies. The partnerships are as follows: Inades Foundation Kenya entered into negotiations with 2 types of companies; one that sells solar equipment including pumps for pumping water to irrigate farms and solar lamps for household lighting. The other company offers loans to community groups to enable them to purchase the solar lamps. 4 CSOs (Grip, Ikisaya, ELCI and Sauti Moja) have entered into a partnership with Equatorial Sunpower, a company that provides solar lamps upfront and allows for small payments made consistently over a period of several months (pay-as-you-go-PAYG). The solar lamps replace kerosene lamps. Farming Systems Kenya, which is supporting 2 villages in the Lk. Bogoria landscape to improve the management of their borehole and water resource, has entered into a partnership with a company known as Maji Milele, which supplies water meters for enhanced accountability and transparency. 3) MCDI is in partnership with a private company that has installed a biogas unit at a slaughterhouse, and which uses the waste from the slaughterhouse to produce biogas.

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***Outcome 2.1 – Community and local civil society organizations increase their organizational and financial capacities and skills through on-going mentoring and training***

Six community institutions have improved their governance structures significantly and continue to improve with on-going capacity building efforts. 4 are in the Lake bogoria landscape, and 1 each in kaya landscape (Ufanisi) and seascape (Wasini women). At the Bogoria landscape, the Kenya Wildlife Conservancy Association (KWCA) supports the institutional development of 4 community institutions. They are the Baringo County Conservancy Association as well as the 3 community conservancies located within the Lk. Bogoria environs; namely Kiborgoch, Chuine and Irong. Fifteen members of the Wasini Women group have received training on governance and financial management.

***Outcome 2.2 – Knowledge enhanced among community groups and CSOs, and learning is documented, disseminated and made available to policy makers at county and national level***

4 case studies are in the process of being developed and are targeted at policy-makers and development partners; 2 in Lake Bogoria landscape; 1 in the Shimoni-vanga seascape and 1 in the kaya landscape. Grantees from each of the landscapes and the seascape are in the early stages of developing case studies reflecting on their project implementation experience. Furthermore, the strategic partners have hired consultants to assist them produce landscape-wide videos and booklets that capture the achievements of the entire landscape.

The COVID-19 pandemic has been the cause of myriad challenges which has resulted in delays. Implementation of project activities was hampered by the regulations imposed by the Government of Kenya. The regulations kept changing, and were influenced by the irregular spikes in the number of affected persons and the corresponding positivity rate. Although the Government restrictions and the subsequent uncertainties slowed down implementation of project activities, most grantees proactively sought alternative ways to mitigate the delays. Nonetheless, the SGP twice requested for a no-cost extension, and the end date of the project is February 2022.

The project is implemented by UNDP and executed by UNOPS through the existing mechanism of the GEF Small Grants Program, including the approval of each initiative by the SGP National Steering Committee and proper follow-up and monitoring to be provided under the leadership of the SGP Upgrading Country Program Coordinator. Total project budget is US\$ 7,352,126, US\$2,649,726 of which is a contribution from GEF.

The incumbent of this position will be a personnel of UNOPS under its full responsibility.

**2. Purpose and Scope of Assignment**

The objective of the evaluation is to assess the achievement of project objectives, the affecting factors, the broader project impact and the contribution to the general goal/strategy, and the project partnership strategy.

The Project Management Support - Advisor will be working remotely, supported by the National Consultant to be hired on a short-term IC Contract via UNDP CO and based in Kenya, who will facilitate the Project Management Support – Advisor and provide necessary substantive and operational support in carrying out this evaluation.

Project success will be measured based on the Project Logical Framework (see Annex 1), which provides clear performance and impact indicators for project implementation along with their corresponding means of

verification. The evaluation will assess the aspects as listed in evaluation report outline attaching in Annex 2.

The Project Management Support – Advisor reviews all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the Project Management Support - Advisor considers useful for this evidence-based evaluation. The Project Management Support - Advisor will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The Project Management Support - Advisor is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisor, direct beneficiaries and other stakeholders.

The specific design and methodology for the TE should emerge from consultations between the Project Management Support - Advisor and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The Project Management Support - Advisor must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and be fully discussed and agreed between UNDP, stakeholders and the Project Management Support - Advisor.

The final report must describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

The Project Management Support - Advisor will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see ToR Annex A). The Project Management Support - Advisor will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects.

### **3. Monitoring and Progress Controls**

The TE is a mandatory evaluation of the GEF and must be performed by an external Consultant prior to the conclusion or effective closure of the Project. The TE for SGP Kenya is scheduled to take place in June-July 2021.

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can improve the sustainability of the benefits of this project and assist in the overall improvement of UNDP programming. The TE report promotes accountability and transparency and assesses the scope of project achievements.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report must provide evidence-based information that is credible, reliable and useful.

The Project Management Support – Advisor is responsible for the below mentioned findings which will be delivered in the Findings Section of the TE Report. A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

#### Findings

##### i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Standards (Safeguards)
- Analysis of Results Framework: project logic and strategy, indicators
- Assumptions and Risks
- Lessons from other relevant projects (e.g. same focal area) incorporated into project design
- Planned stakeholder participation
- Linkages between project and other interventions within the sector
- Management arrangements

##### ii. Project Implementation

- Adaptive management (changes to the project design and project outputs during implementation)
- Actual stakeholder participation and partnership arrangements
- Project Finance and Co-finance
- Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
- Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
- Risk Management, including Social and Environmental Standards (Safeguards)

##### iii. Project Results

- Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
- Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
- Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
- Country ownership
- Gender equality and women's empowerment
- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

#### Main Findings, Conclusions, Recommendations and Lessons Learned

- The Project Management Support - Advisor will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive

and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.

- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the Project Management Support - Advisor should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to incorporate gender equality and empowerment of women.

The total duration of the TE will be approximately 33 *working days* over a time period of 8 weeks starting on 4 October 2021. The tentative TE timeframe is as follows:

Timeframe	Activity
4 – 8 October 2021	Preparation period for Project Management Support - Advisor (handover of documentation)
8 – 9 October	Document review and preparation of TE Inception Report
13 October 2021	Validation of TE Inception Report
18 – 29 October 2021	Stakeholder meetings, interviews, etc.
4 Nov 2021	Wrap-up meeting & presentation of initial findings;
8 – 19 Nov 2021	Preparation of draft TE report
19 Nov 2021	Circulation of draft TE report for comments
29 – 30 November 2021	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report



**TE DELIVERABLES**

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	Project Management Support - Advisor clarifies objectives, methodology and timing of the TE	13 October	Project Management Support - Advisor submits Inception Report to RTA, UNOPS and Project Team.
2	Presentation of the TE preliminary findings	Initial Findings	4 November	Project Management Support - Advisor presents to RTA, UNOPS and Project Team.
3	Draft TE Report	Full draft report ( <i>using guidelines on report content in ToR Annex C</i> ) with annexes	19 November	Project Management Support - Advisor submits to Commissioning Unit; reviewed by RTA, UNOPS, UNDP CO and Project Team
4	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report ( <i>See template in ToR Annex H</i> )	30 November	Project Management Support - Advisor submits both documents to UNDP CO and RTA

\*All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>1</sup>

**4. Qualifications and Experience**

The consultant cannot have participated in the project preparation, formulation and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

**a. Education**

- Master's degree in the areas of environment and sustainable development, or other closely related field

**b. Work Experience**

- Minimum 7 years' experience in environmental management, sustainable development or a related field
- Knowledge of and experience with UNDP and/or GEF projects is required
- Experience with the GEF Small Grants Programme is an advantage
- Experience with results-based monitoring and evaluation methodologies
- Demonstrated understanding of issues related to Gender and Biodiversity Conservation, Climate Change and Land Degradation is an asset
- Fluency in English, spoken and written

<sup>1</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

**c. Key Competencies**


Develops and implements sustainable business strategies, thinks long term and externally in order to positively shape the organization. Anticipates and perceives the impact and implications of future decisions and activities on other parts of the organization.



Treats all individuals with respect; responds sensitively to differences and encourages others to do the same. Upholds organizational and ethical norms. Maintains high standards of trustworthiness. Role model for diversity and inclusion.



Acts as a positive role model contributing to the team spirit. Collaborates and supports the development of others. **For people managers only:** Acts as positive leadership role model, motivates, directs and inspires others to succeed, utilising appropriate leadership styles



Demonstrates understanding of the impact of own role on all partners and always puts the end beneficiary first. Builds and maintains strong external relationships and is a competent partner for others (if relevant to the role).



Efficiently establishes an appropriate course of action for self and/or others to accomplish a goal. Actions lead to total task accomplishment through concern for quality in all areas. Sees opportunities and takes the initiative to act on them. Understands that responsible use of resources maximizes our impact on our beneficiaries.



Open to change and flexible in a fast paced environment. Effectively adapts own approach to suit changing circumstances or requirements. Reflects on experiences and modifies own behaviour. Performance is consistent, even under pressure. Always pursues continuous improvements.



Evaluates data and courses of action to reach logical, pragmatic decisions. Takes an unbiased, rational approach with calculated risks. Applies innovation and creativity to problem-solving.



Expresses ideas or facts in a clear, concise and open manner. Communication indicates a consideration for the feelings and needs of others. Actively listens and proactively shares knowledge. Handles conflict effectively, by overcoming differences of opinion and finding common ground.

Project Authority (Name/Title): Kirk Bayabos Head of Cluster		Contract holder (Name/Title):	
Signature	Date	Signature	Date