

# Terms of Reference

# Seafood MAP

*January 2020*

## Background

IDH Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners and we co-invest with partners in activities that generate public goods.

Global Sustainable Seafood Initiative (GSSI), as the public-private partnership on seafood sustainability with 90+ stakeholders industry-wide, aligns global efforts and resources to address the latest seafood sustainability challenges. Governed by a Steering Board representing the full seafood value chain, companies, NGOs, governments and international organizations – including the FAO –, GSSI promotes sector-wide collaboration to drive forward more sustainable seafood for everyone. In 2017, GSSI and IDH partnered in scoping a study on whether GSSI’s current multi-stakeholder platform could become the key public-private driver for sector management. The scoping concluded that if GSSI should play a leading role, it should:

- a) Focus on evaluation and recognition of regional management systems and local efforts, aligned with international codes;
- b) Take on an agenda beyond certification to drive sector-wide learning and improvement.

In June 2017, the Steering Board agreed that GSSI should take on an agenda beyond certification.

On 4 and 5 October 2018, the GSSI Steering Board decided to develop a concept based on the Global Food Safety Initiative “Global Markets Program” that looks at market driven, continuous improvement (possibly jurisdictional) approaches to seafood sustainability.

In March 2019, the GSSI Steering Board decided to further develop the concept following the initial feasibility study. The Seafood MAP concept was presented to the Board in July 2019.

From July 2019 to November 2019, a selection of stakeholders was consulted on the concept to identify its unique value and need. Based on the outcomes of these consultations, the GSSI Steering Board approved the further development of Seafood MAP on 12 November 2019.

On basis of these Terms of Reference IDH and GSSI aim to select a party that conducts the development of the Seafood MAP framework.

## The Problem

The resilience and future availability of product supply is a key concern for the seafood industry<sup>1</sup>. Certification schemes recognized by GSSI<sup>2</sup> help improve environmental sustainability in seafood production and support resilience in seafood supply. They provide independent assurance that fisheries and aquaculture farms are compliant with standards that adhere to the FAO Code of Conduct for Responsible Fisheries (CCRF).

There have been positive changes in fisheries and farms seeking and attaining certification, but this has not led to improvements across entire systems and regions. This is evident particularly in countries in Latin America, Africa and Asia where small-scale producers are dominant, and governance and resource management is often poor. At the same time, with global seafood consumption per capita more than doubling in the past 60 years, seafood production in these regions has become increasingly important for both local livelihoods and food security, as well as supplying global seafood markets. With Asia now being responsible for almost 90% of total global aquaculture production.

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<sup>1</sup> GSSI Partner Survey

<sup>2</sup> <https://www.ourgssi.org/gssi-recognized-certification/>

In order to be able to continue to meet the growing global demand for seafood and provide healthy and nutritious food for a population which is estimated to reach 9.7 Billion by 2050, it is vital that these seafood production systems are sustainable and produce in a responsible manner. In order to accelerate this transition, there is a need for consistent and verifiable information, which will help to align current and future private and public sector driven incentives.

Although there is independent information on the performance of a portion of global seafood production through a number of existing programs, including certifications, ratings and other programs, there remains a large portion of global seafood production for which there is no independent, readily available source of information on performance and improvement progress. Seafood supply chain businesses and consumers sourcing these products therefore have no consistent independent information on this part of their supply to guide their purchasing commitments and decisions. Moreover, the current information systems do not provide a means to consistently bring together information from and inform actions by private and public sector on a global basis, making it challenging to reach the required alignment and efficiencies to truly scale and accelerate the change needed.

Seafood MAP is a market, investor and development-incentivized program that will collect, process and present credible information on the environmental, economic and social performance of seafood production systems globally. It will do so by using the Sustainable Development Goals (SDGs) and internationally agreed FAO Codes and Guidelines to provide a common language framework to describe improvement pathways towards responsible and sustainable practice<sup>3</sup> for fisheries and aquaculture. The GSSI Global Partnership and its formal relationship with FAO together with IDH its investor network, provide a unique platform to scale the adoption of Seafood MAP framework and provide the required critical mass. This common language will enable international guidelines to be operationalised and, accelerate and scale the seafood improvement space through consistent data collection to inform purchasing decisions and public and private improvement projects.

## Overall objectives

The initial development of Seafood MAP should deliver a proof of concept for the Seafood MAP theory of change by the end of 2020. More specifically, this refers to:

1. **A Proof of concept** that Seafood MAP:
  - a. Can be used by buyers in markets currently not engaged with certification to make sourcing commitments in non-certified seafood and incentivize their supply chain to continuously improve their sustainability performance;
  - b. Can be used by investors to verify their investment impact as supporting and promoting sustainable development, and act as an outlined guidance for the use of investment proceeds in accordance with Seafood MAP;
  - c. Can be used by institutional development organisations (i.e. FAO, UNIDO, WorldBank etc.) to inform and align their development work to increase synergies with market driven incentives, local and global.
  - d. Harnesses the knowledge of local (small-scale) producing communities and motivates their participation;
  - e. Allows improvement drivers to coordinate their efforts in an efficient manner;
  - f. Successfully assesses risk in key domains of sustainability to determine the level of risk and assurance associated with a specific area;
  - g. Can be used to track progress in sustainability improvements.

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<sup>3</sup> As established through the FAO Code of Conduct for Responsible Fisheries and the relevant parts of the UN Sustainable Development Goals.

2. **A clear endorsement for Seafood MAP by the GSSI Partnership**, expressed through a letter of intent to include Seafood MAP in sourcing requirements and company practices, signed by GSSI partner companies;
3. A clear endorsement for Seafood MAP by a group of representative investors that IDH will assemble, expressed through a letter of intent or other type of informal or formal collaboration between the group;
4. An **implementation plan and funding support** for further development of Seafood MAP and the roll-out of a more elaborate IT structure in 2021;
5. **A long-term business model** for the implementation, roll-out and continuation of the Seafood MAP program post 2021.

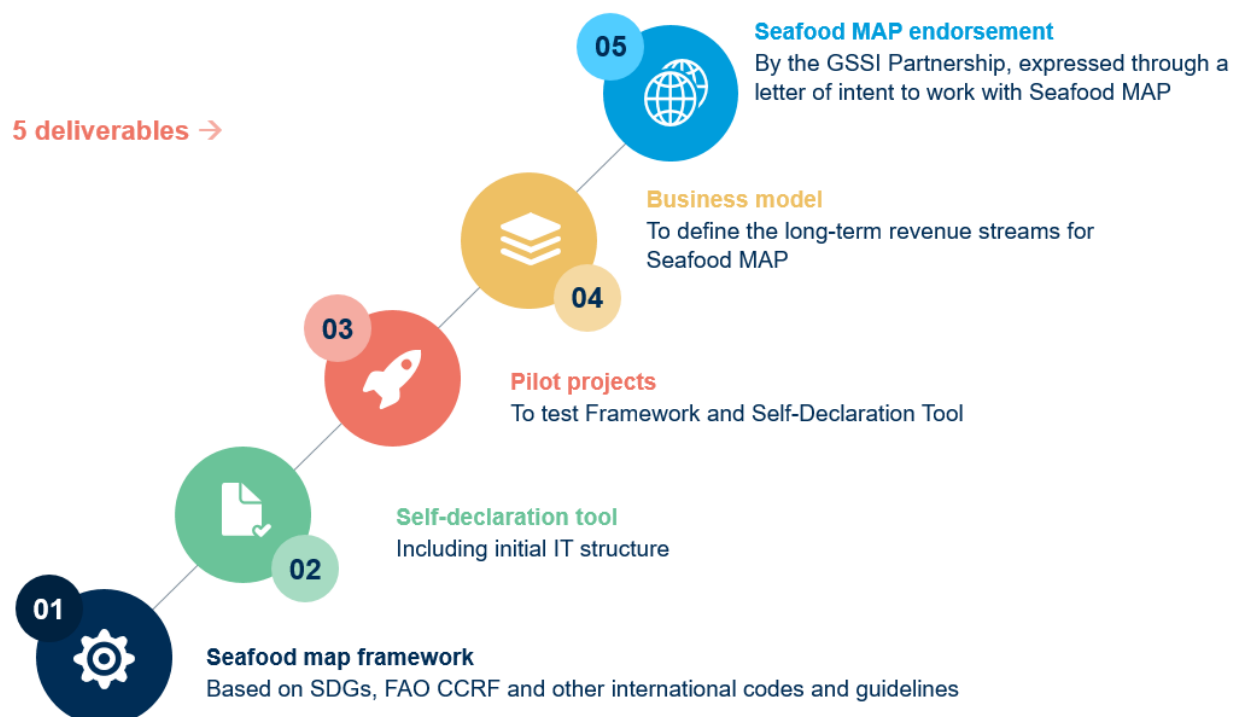
Further development and large-scale roll-out of the program will be defined based on these results.

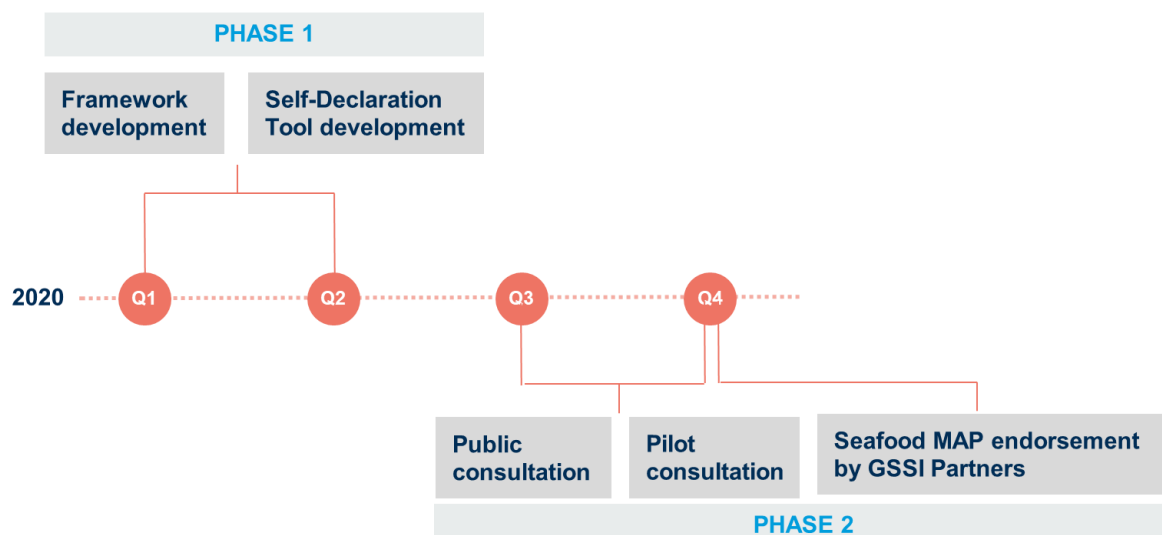
## Responsibilities of the consultant

The consultant will be responsible for the following objectives:

- Develop strawman Seafood MAP Framework
- Coordinate development of strawman IT-based Self-Declaration Tool and database
- Conduct stakeholder consultations
- Provide considerations for the development of a long-term IT Strategy
- Define public consultation and pilot project criteria and evaluation strategy to test and deliver Seafood MAP proof of concept
- Consolidate pilot test outcomes to evaluate Seafood MAP proof of concepts
- Provide recommendations and a work plan for the further development and roll-out of Seafood MAP
- Develop a scenarios for the Seafood MAP Business Model
- Report progress to GSSI and IDH

## Deliverables





Deliverable	Description	Estimated timeline
Strawman Seafood Map framework	<p>The framework should be built from and refer to:</p> <ul style="list-style-type: none"> <li>• SDGs</li> <li>• FAO Code of Conduct for Responsible Fisheries</li> <li>• Relevant components of the GSSI Global Benchmark Tool</li> <li>• FAO Small-Scale Fisheries Guidelines (where applicable)</li> </ul> <p>The framework may include other relevant international codes and guidelines.</p> <p>The framework should cover environmental, social and financial sustainability.</p> <p>The framework should address performance of farms and fisheries; management and governance systems; and other enabling factors.</p> <p>The framework should enable users to define an improvement pathway to improve sustainability performance based on local priorities and needs.</p> <p>The framework should include investor-relevant metrics (to be defined by a group of representative investors)</p>	Q1 and Q2 2020
Stakeholder consultation report	<p>The report should describe outcomes of stakeholder consultations with five key stakeholder groups. The consultant is responsible for leading the consultation session. Organization of the sessions will be facilitated as follows:</p> <ul style="list-style-type: none"> <li>• GSSI funding and affiliated partners, facilitated by GSSI</li> <li>• GSSI recognized scheme owners, facilitated by GSSI</li> <li>• FAO member states, facilitated by GSSI through liaison with FAO</li> </ul>	Q1 and Q2 2020

	<ul style="list-style-type: none"> <li>Local producing communities, facilitated by GSSI through liaison with FAO</li> <li>Investors, facilitated by IDH</li> </ul>	
Slide deck presenting options for collaborations with IT organizations to develop Seafood MAP IT structure	<p>Slides should present potential IT organizations to partner with in further development of Seafood MAP.</p> <p>For each option, the following considerations for building the database and portal should be presented:</p> <ul style="list-style-type: none"> <li>Capacity to accept data from multiple sources</li> <li>Data ownership, access and confidentiality</li> <li>Data verification</li> <li>Database hosting and maintenance costs</li> </ul>	Q1 and Q2 2020
Strawman Self-Declaration Tool including initial IT structure	<p>The Self-Declaration Tool should be derived from the framework.</p> <p>It should have the form of a questionnaire with IT supported “decision tree” behind it.</p> <p>It should provide a simple and low-cost entry point for users to participate in Seafood MAP; understand their sustainability performance; and understand the priority areas for improvement.</p>	Q1 and Q2 2020
Public consultation and Pilot project criteria and evaluation strategy	<p>A variety of pilot projects should together provide a proof of concept that the Seafood MAP program:</p> <ol style="list-style-type: none"> <li>Can be used by buyers in markets currently not engaged with certification to make sourcing commitments in non-certified seafood and incentivize their supply chain to continuously improve their sustainability performance;</li> <li>Harnesses the knowledge of local (small-scale) producing communities and motivates their participation;</li> <li>Allows improvement drivers to coordinate their efforts in an efficient manner;</li> <li>Successfully assesses risk in key domains of sustainability to determine the level of risk and assurance associated with a specific area;</li> <li>Can be used to track progress in sustainability improvements.</li> </ol> <p>Criteria to develop and implement pilot projects and to subsequently evaluate the result should be in line with these objectives.</p> <p>The public consultation should give a wider range of stakeholders the opportunity to provide feedback on the Seafood MAP framework and self-declaration tool. Results from the public consultation should allow for easy integration with the results from the pilot projects.</p>	Q3 and Q4 2020
Slide deck presenting options for the long-	<p>Slides should present options to make Seafood MAP a self-sustaining program on the long term. The slides should explain:</p> <ul style="list-style-type: none"> <li>Potential revenue streams</li> </ul>	Q3 and Q4 2020

term business model for Seafood MAP	<ul style="list-style-type: none"> <li>• Requirements/considerations for creating those revenue streams</li> <li>• Recommendation on specifics of further development of Seafood MAP</li> </ul>	
Progress report to GSSI and IDH	The consultant is required to report on progress of the work to GSSI and IDH in a monthly call. The consultant is responsible for scheduling the monthly call.	Monthly

## Procedure

The procedure will be as follows:

- Open call for proposals publicized on IDH website
- Inviting consultancy companies for writing a full proposal based on the TOR
- Evaluation of the written proposals by an evaluation committee consisting of Flavio Corsin, at least one additional member of the GSSI Steering Board working group on Seafood MAP, Eva Mudde and Jason Carter. The evaluation committee will evaluate the proposals on the basis of the exclusion, selection and award criteria as published in these Terms of Reference.
- Invite a maximum of three consultants with the highest score on the evaluation method to pitch the proposal for the IDH and GSSI project management teams.
- Interview and pitch with those three consultants
- Decision on selection of consultancy
- Inception meeting with the selected consultancy company

Tender process	Timeline
<b>Terms of Reference published</b>	Week of January 20, 2020
<b>Deadline for submission of proposals*</b>	February 9, 2020
<b>Pitching of proposal for program teams</b>	Week of February 10, 2020
<b>Selection of consultancy</b>	February 14, 2020
<b>Awarding of contract to successful consultant</b>	February 17, 2020

\* Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

IDH will reject offers if any illegal or corrupt practices have take place in connection with the award or the tender procedure.

## Consultant/Consultancy profile

The consultant(s) need to have the following experience / knowledge:

- At least 5 years' experience with sustainable agriculture or aquaculture and fisheries production in developing countries
- At least 5 years' experience managing, developing and/or implementing investment vehicles
- Demonstrable knowledge of international sustainable development and aquaculture/fisheries codes and guidelines, including, but not limited to:
  - SDGs

- FAO Code of Conduct for Responsible Fisheries
- International sustainability certification programs (BAP, GlobalGAP, etc.)
- Proven experience organizing and managing multi-stakeholder alignment processes and public consultations
- At least 3 years' experience working with, understanding and researching rural communities

The consultant(s) need to have the following skills:

- Strong knowledge on data collection, interpretation and documentation skills
- Excellent management skills, proven through past projects
- Excellent communication and presentation skills
- Outstanding ability to facilitate multi-stakeholder discussions
- Financial modelling skills

The consultant(s) need to have the following characteristics:

- Ability to act as a neutral convenor
- Calm and composed during polarizing and heated group discussions
- Ability to subtly steer complex conversations towards areas that may reveal important findings to support the project
- Highly analytical and ability to constructively criticize own work

## Proposals

Individual or firm applicants are expected to submit a complete proposal for this assignment meeting the following requirements:

- Description of the organization/team/individuals
- Explicit examples of the experience, knowledge, skills, and characteristics required for this assignment (see consultant/consultancy profile)
- Curriculum Vitae for consultant/consultants and at least three work references per consultant
- A succinct, well-documented approach that seeks to support existing certifications and rating schemes that may consider future means for recognition of accomplishment by their organizations in a credible manner
- Assumptions for support from IDH and GSSI project management teams
- Proposal of how to liaise and collaborate with the GSSI project team on day-to-day management<sup>4</sup>
- Proposed budget in Euros: including a breakdown indicating daily rates for each of the proposed experts, time input and all applicable expenses (international and/or local transport, accommodation as applicable), including VAT.
- Proposed detailed planning timeline
- Eight pages maximum (excluding consultant CVs)
- Statement on Ground for exclusion (see below).

## Ground for exclusion

1. Tenderers shall be excluded from participation in a procurement procedure if:

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<sup>4</sup> Please note that there is opportunity and availability for one person to use GSSI office space during the contract period.



- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
- e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity, where such illegal activity is detrimental to the MFA's financial interests.

Tenderers must confirm in writing that they are not in one of the situations as listed above.

2. Tenderers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).

## Evaluation method

IDH will employ a combination of a process of elimination and an evaluation model for selecting the consultant.

The assignment will be awarded to the consultants with the most economically advantageous proposal, this is determined on the basis of the evaluation criteria of price and quality.

### **Step 1 of 4: Shortlisting and Process of Elimination**

The evaluation committee will evaluate Consultant applications on the basis of the exclusion, selection and award criteria as published in these Terms of Reference. This will be performed to the best of the Evaluation Committee's ability based on qualitative reasoning and clarity of alignment between the proposal and the Consultant Profile.

### **Step 2 of 4: Criterion Quality**

The shortlisted candidates will be assessed based on the following selection criteria:

Component		Criteria
1	<b>Proposal and demonstrated experience</b>	The proposal demonstrates criteria that are needed to fulfil the deliverables; and candidate demonstrates advanced experience and outstanding skills to handle complexity of assignment. The latter item will be assessed during interview. The assessment method is detailed below.
2	<b>Required characteristics and capabilities</b>	During interview, the consultants will be evaluated for ability to navigate and proactively, yet subtly guide complex discussions around sustainability and investment to gather insights required to build respective sustainability and investment frameworks. Ability to set aside personal bias on the topic, while being knowledgeable enough about the topic to guide it in an expert manner, will be sought. Team leadership abilities should be demonstrated.

### **Scoring for each component**

The evaluation committee will unanimously score each component by assigning scores from 1 to 5, with 5 representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

### **Step 3 of 4: Criterion price**

A combined price in Euros (incl VAT) is to be presented. This is also to be broken down by team member rate and hours.

The criteria of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

### **Step 4 of 4: Weighting**

- a. Demonstrated experience (50 %):
  - a. Experience/technical capacity on:
    - Agriculture, Aquaculture and/or Fisheries Production (15%)
    - International sustainable agriculture, aquaculture or fisheries codes and guidelines (10%)
    - Data management (5%)
    - Stakeholder management/public consultations (15%)
    - Financial modelling (5%)
  - b. Written Proposal (15%)
    - Methodology
    - Communication/presentation
  - c. Pitch and interview (20%)
  - d. Budget (15%)

## Confidentiality

The Tenderer will ensure that all its contacts with IDH, with regards to the Tender, during the tender procedure take place exclusively in writing by e-mail to Jason Carter via Carter@idhtrade.org. The Tenderer is thus explicitly prohibited, to prevent discrimination of the other Tenderers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled with confidentiality. The Tenderer will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Tenderer or its engaged third parties will give IDH grounds for exclusion of the Tenderer, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Tenderers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Tenderer.

## Disclaimer

IDH reserves the right to update, change, extend, postpone, withdraw or suspend the Terms of Reference, this tender, or any decision with regard to the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant. IDH reserves the right to suspend or annul the Tender Procedure at any moment in time.

Participants cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By handing in a proposal, participants accept all terms and reservations made in these Terms of Reference, and subsequent information and documentation in this tender procedure.

## Contact information

Name : Jason Carter  
Position : Aquaculture Investment Manager  
Phone : +6281219533471  
Email : carter@idhtrade.org  
Address: Arthur van Schendelstraat 500  
3511 MH Utrecht  
The Netherlands