Call for Tenders

Initiative for Sustainable Landscapes Program Evaluation

Terms of Reference

19 October 2020

This Terms of Reference (ToR) describes an assignment for an organization, consultant, or consultant group to conduct the end-term evaluation of the Initiative for Sustainable Landscapes (ISLA) Program at IDH - The Sustainable Trade Initiative.

1. Background

1.1 Rationale of the Initiative for Sustainable Landscapes

The Initiative for Sustainable Landscapes (hereafter: ISLA) is a program implemented by IDH during the period 2015-2020. It is funded by a grant provided by the Dutch Ministry of Foreign Affairs' department for Inclusive Green Growth (hereafter: IGG).

In 2013, IGG asked IDH to broaden the scope of its public-private partnership work on sustainable supply chains by applying a landscape approach to the areas where agricultural commodities are produced. This request was among others inspired by research published by Ecoagriculture Partners[1], which observed that the private sector was, in many cases, not included as a stakeholder in landscape initiatives around the globe.

Building on its already existing work in making agri-commodity supply chains more sustainable, these were the entry points for IDH in a landscape approach. The assumption is that agricultural production is one of the processes responsible for the unsustainable use of natural resources, and on the other hand is heavily dependent on these natural resources and a healthy environment for its long-term existence. The license to operate and global reputation of agribusiness were also key motivating factors for agri-commodity companies to care about sustainable natural resource management in the supply chain.

1.2 Program intervention logic

The initial intervention logic of the Program is summarized in the logframe in figure 1 below.

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[1] Gabrielle Kissinger, Andre Brasser, Lee Gross: "Reducing Risk: Landscape Approaches to Sustainable Sourcing", published by EcoAgriculture Partners, on behalf of the Landscapes for People, Food and Nature Initiative, April 2013, available online at: https://ecoagriculture.org/publication/reducing-risk-landscape-approaches-to-sustainable-sourcing-synthesis-report/
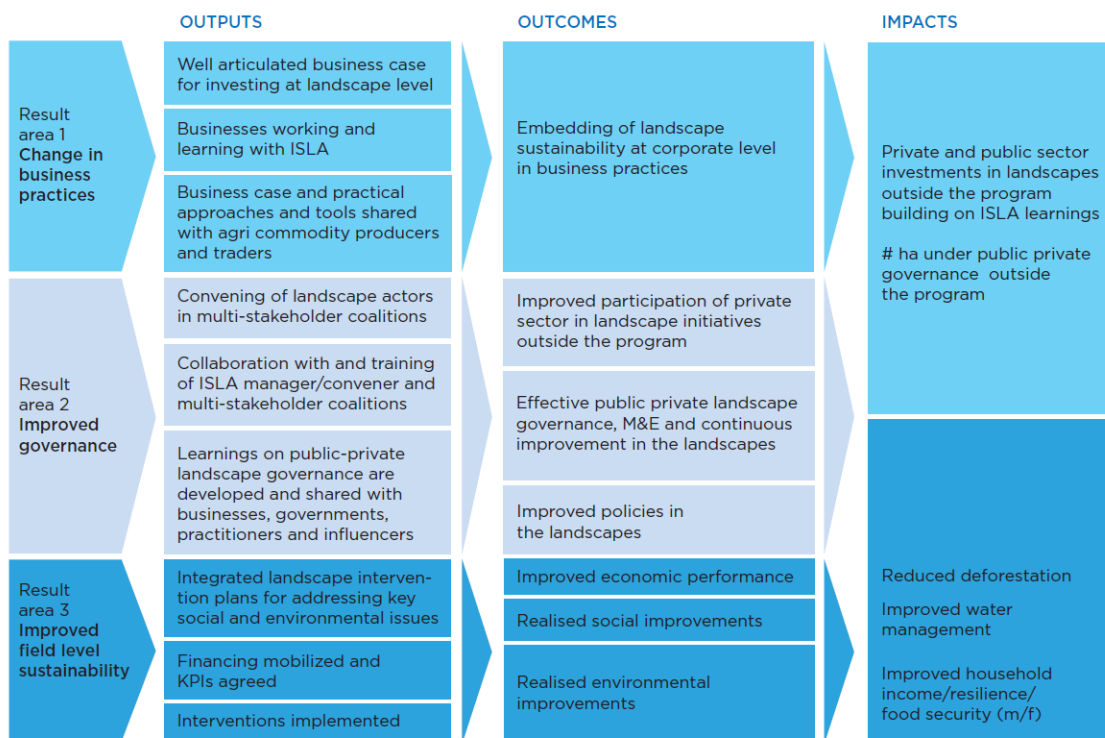
OUTPUTS	OUTCOMES	IMPACTS

Result area 1 Change in business practices
- Well articulated business case for investing at landscape level
- Businesses working and learning with ISLA
- Business case and practical approaches and tools shared with agri commodity producers and traders

- Embedding of landscape sustainability at corporate level in business practices

- Private and public sector investments in landscapes outside the program building on ISLA learnings
- # ha under public private governance outside the program

Result area 2 Improved governance
- Convening of landscape actors in multi-stakeholder coalitions
- Collaboration with and training of ISLA manager/convener and multi-stakeholder coalitions
- Learnings on public-private landscape governance are developed and shared with businesses, governments, practitioners and influencers

- Improved participation of private sector in landscape initiatives outside the program
- Effective public private landscape governance, M&E and continuous improvement in the landscapes
- Improved policies in the landscapes

Result area 3 Improved field level sustainability
- Integrated landscape intervention plans for addressing key social and environmental issues
- Financing mobilized and KPIs agreed
- Interventions implemented

- Improved economic performance
- Realised social improvements
- Realised environmental improvements

- Reduced deforestation
- Improved water management
- Improved household income/resilience/food security (m/f)

Figure 1: ISLA intervention logic (from the Strategic Plan 2015-2018, written in 2014)

IDH's landscape approach is based on three pillars (also referred to as Result Areas):

1. **Change in business practices**: IDH works with private sector companies to develop and pilot new business models that reduce negative effects and leverage the positive effects of agricultural production on the environment and communities living in the landscape. When successful, scaling is expected by companies implementing these business models across their operations and/or by attracting additional investment from blended finance facilities.

2. **Improved landscape governance**: in the landscapes where the Program is implemented, IDH convenes the private sector, public sector, communities, and civil society to develop a multi-stakeholder vision and action plan for a sustainable landscape. Since 2017 IDH applies the term "Production, Protection, and Inclusion Compacts" (hereafter: PPI Compacts) for these multi-stakeholder landscape coalitions and plans. The multi-stakeholder governance platforms are expected to influence changes in policy and enforcement, and should ideally be institutionalized for long-term continuation beyond the duration of IDH support.

3. **Field-level sustainability**: new business models and policies are piloted in practice with co-funding by IDH. This includes smaller trust-building / no regret interventions at the start of the project to gain trust from the stakeholders and show action beyond talking.

Across these three result areas, IDH's mandate is to support stakeholders in the landscapes (and beyond) by convening, co-funding and learning.

1.3 Geographical and financial scope

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1.3.1 Geographical scope

After a scoping and development year in 2014, IDH submitted a program work plan and budget to IGG and implementation of the program in six landscapes—selected after an open call for landscapes—started in 2015. In all selected landscapes the main commodity produced was a commodity that IDH had already targeted in its commodity-centred supply chain programs before, such as: coffee, cocoa, flowers, tea, palm oil, forestry (timber and pulp & paper), and soy. We could therefore build on the network with private sector companies we had already developed.

The landscapes where the program is implemented are listed in table 1 below. The table also includes more details about the different levels of multi-stakeholder landscape governance structures that have been developed.

Table 1. Geographical scope and scope of landscape governance structures

Country	Landscape	Compact or Multi-stakeholder Coalition	Start year
Vietnam	Central Highlands Region, including Lam Dong Province And Dak Lak Province	*Lam Dong Province Green Growth Action Plan* *Di Linh district PPI Compact* *Lac Duong district PPI Compact* *Krong Nang district PPI Compact*	*Provincial-level ISLA Steering Committees since 2015* *GGP and PPI Compacts established in 2019*
Kenya	South-West Mau Forest Block	*Stawisha Mau Charitable Trust (formalization of multi-stakeholder coalition that had been existing since 2015)*	*2015 for multi-stakeholder meetings and landscape action plan* *2018 for Trust*
Ethiopia	Central Rift Valley, Lake Ziway	*Lake Ziway (Ziway-Shalla Sustainability Partnership)*	*Bi-annual stakeholder meetings since 2015, Partnership formalized in 2018*
Côte d'Ivoire	Taï National Park and surrounding classified forests Cavally and Goin Débé	*Cavally region Link to the (inter)national multi-stakeholder governance structures set up as part of the CFI*	*2020 (Cavally)* *2017 (CFI)*
Brazil	State of Mato Grosso	*Produce, Conserve, Include partnership at State level* *PPI Compacts at municipal level in Juruena, Cotriguaçu, and Sorriso municipalities*	*2016* *2018 and 2019*
Indonesia	Province of West Kalimantan, regencies of Ketapang, Kubu Raya, and Kayong Utara	*Green Growth Plan at Provincial level* *PPI Compacts at regency-level in Kubu Raya and Ketapang*	*2018* *2019 and 2020*

More detailed descriptions of these landscapes and the issues targeted are available on the IDH website: https://www.idhsustainabletrade.com/landscapes/

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It is important to note that most of the activities in the landscapes of West Kalimantan, Indonesia and Mato Grosso, Brazil, have since 2016 been financially supported through the partnership program between IDH and Norway's International Climate and Forests Initiative (NICFI). This IDH-NICFI program will be evaluated almost in parallel, from November 2020 – April 2021 (the NICFI evaluation is slightly ahead of the planning of the ISLA evaluation). IDH will ensure that data, conclusions, and lessons will be shared between both evaluations, and that IDH staff and program stakeholders will not be interviewed or surveyed twice if there is no specific reason for doing so. The evaluators of both the NICFI and ISLA programs must share the necessary data, lessons, and conclusions with each other. IDH will facilitate this cooperation.

1.3.2 Financial scope
The Program's budget for the period 2014-2020 is 21.3 million euro, of which by the end of 2019 14.4 million euro had been spent.

1.4 Evolution of the landscape approach at IDH after the start of ISLA
The ISLA Program has attracted the interest in the landscape approach of private sector companies that were already working with IDH; while donors become more interested in the role that IDH could play to involve agribusiness and impact investors in landscape initiatives. From 2016 to date, IDH has started new landscape programs and projects in addition to ISLA, among others: a long-term partnership with the Norwegian International Climate and Forests Initiative (NICFI) focusing on forest and peatland protection in Brazil, Liberia, and Indonesia; the Cocoa and Forests Initiative in Côte d'Ivoire and Ghana; projects funded by Partnership4Forests in Kenya and Côte d'Ivoire and by UNDP in Indonesia and Vietnam. The latest addition to the landscape program portfolio is the management of the Technical Assistance Facilities for landscape investment funds, including the Land Degradation Neutrality Fund, the &Green Fund, and the AGRI3 Fund.

The growth in both scope and approach of the landscape program portfolio at IDH implicitly shows that the original intervention logic of the program has further developed during the implementation phase of ISLA.

The evolution of the landscape approach and the spin-off created by the ISLA Program are important learning and innovation outcomes that should be harvested as part of this evaluation.

2. Evaluation objective
The main objective of the ISLA end-term evaluation is to measure the outcome level achievements of the program in its three result areas: change in business practices, improved landscape governance, and field-level sustainability. To the extent possible, this includes an analysis of IDH's contribution to the observed changes. The evaluation must also assess and/or give insight on whether the observed outcomes are expected to be contributing to impact in the long term. An additional objective is to harvest the results of the learning and innovation mandate of the program.

3. Evaluation questions
The design of the ISLA program evaluation should address key questions based on the OECD-DAC evaluation criteria on the program's relevance, coherence, effectiveness, efficiency, expected impact, and sustainability.

3.1 Relevance

R1. Is the ISLA program structure in each country and landscape effectively designed to address the key agri-commodity production and environmental protection needs and priorities of the stakeholders (explicitly including the beneficiaries) in the landscape?

R2. To what extent has inclusion of the private sector in a landscape approach been relevant? That is, are the natural resource management issues in a landscape being addressed more effectively because of private sector involvement and does the private sector consider the landscape approach as an effective tool in achieving their business goals?

3.2 Coherence

C1. To what extent has the IDH landscape approach been complementary and coherent to IDH's value chain approach in the landscapes where the ISLA program has been implemented?

C2. To what extent has the ISLA program been complementary and coherent to government policies as well as other donor-funded development programs in the landscapes where the Program has been implemented?

3.3 Effectiveness

Overall question:

ES1. To what extent is the ISLA program (in the process of) achieving the intended outputs and outcomes in the short, medium, and long term?

Specific questions:

Improved landscape governance and learning

ES2. How has the ISLA program's theory of change/intervention logic evolved, and to what extent has that led to improved effectiveness of the program, including to the spin off and scaling beyond the program?

ES3. To what extent has IDH been successful in convening multi-stakeholder coalitions playing a key role in sustainable landscape management? Are all relevant stakeholders represented in these coalitions and committed to the sustainability objectives?

ES4. To what extent are land-use planning and policies informed by sustainability goals set by research or data collection commissioned by the multi-stakeholder coalition?

ES5. To what extent and how has IDH been able to scale the outcomes, findings, and networks developed as part of the ISLA program beyond the direct intervention landscapes?

Change in Business Practices

ES6. To what extent has IDH been successful in bringing the private sector to the landscapes, by participating in the landscape governance mechanisms and/or by investing in field-level projects contributing to improved natural resource management and improved livelihoods of agricultural and forest communities?

Field-level sustainability

ES7. To what extent have the field-level projects contributed to sustainable natural resource (forest, water, soil) management; sustainable agricultural production; and inclusion of smallholders and local communities in the intervention landscapes?

ES8. To what extent have field-level projects contributed to progress toward the targets set in the landscape or compact plans?

3.4 Efficiency

EY1. By what proportion have the ISLA program's financial and human capital resources been used to achieve the outcomes in the different result areas?

EY2. Is there evidence of better results achieved in the result areas where IDH has spent the most resources?

3.5 Expected impact

I1. To what extent does the available evidence show that the ISLA program is expected to be achieving the intended impact ?

3.6 Sustainability

S1. To what extent has the ISLA program helped to set up the landscape governance mechanisms in such a way that they become able to continue beyond the support of IDH?

S2. To what extent is it likely that the private sector companies that have been participating in the ISLA program continue to invest in sustainable landscape management?

4. Methodological approach

The evaluation must design a solid evaluation framework that meets the requirements set in these Terms of Reference. IDH and the Dutch Ministry of Foreign Affairs will approve the (refined) evaluation methodology during the inception phase.

The ISLA program end-term evaluation must build on the available output, outcome, and impact level evidence generated by IDH, program stakeholders and implementers, and independent third parties. A limited number of mid-term reviews are available at program and at landscape level. The evaluator is expected to contextualize and triangulate existing evidence by interviewing ISLA program stakeholders and (external) experts.

The evaluators are strongly encouraged to use digitals tools for data collection. For example, develop and run digital interviews or surveys in KoboToolBox. Support from IDH staff can be provided to the evaluator to develop data collection tools in service of the ISLA program evaluation.

In designing the evaluation framework, the evaluator should consider the subjects/issues listed in this section.

4.1 Re-construction of ISLA program structure per country and at the global level
The ISLA program was implemented in different countries, customized to landscape-specific needs and priorities. This is common in landscape approaches. For example, in the Central Highlands in

Vietnam, the ISLA program implemented projects to improve water management for irrigation, while in Kenya the implementation focused on addressing the drivers of forest loss and degradation by training and supporting the adoption of better production at the community level. In addition, workstreams focusing on the development of the landscape approach, generating, and disseminating findings, and scaling the program's results and networks, were managed at the global level.

As a first step in this end-term program evaluation, the evaluator must map the ISLA program structure (based on the logical framework in Figure 1) against the different country landscape interventions and global workstreams and the projects implemented therein. This way, the evaluator provides clear and transparent information on which results inform the achievements in different outcome and impact statements, identifying at the same time evidence gaps at landscape and program level.

4.2 Methodological guidance per result area

4.2.1 Changes in Business Practices

Engagement with private sector partners is key to collect and/or verified data and achievements in the "*Changes in business practices*" result area. Data is available in previous ISLA reports and through the Results Measurement Framework of IDH.

Surveys or questionnaires, if deployed as data collection or verifications methods, must be standardized and validated to insure data consistency. Again, digital tools are strongly encouraged.

4.2.2 Improved Landscape Governance

To measure the outcome results in "*improved landscape governance,*" evaluators are encouraged to use standardized frameworks such as the "Framework for Assessing and Monitoring Forest Governance" published by FAO and PROFOR[2], or similar types of frameworks developed to assess effectiveness of landscape management and/or multi-stakeholder sustainability initiatives. Using such framework will allow to perform standardized protocol to assess good landscape governance and provide the methodological bases (and digital tools) for continuous monitoring.

4.2.3 Field-level sustainability

Achievements on forest change and of land use at landscape and project level is available in case studies as well as baselines (collected as part of the various landscape plans or in some cases set retro-actively in mid-term studies) and mid-term studies. The (geo)data used in these studies will be made available to the evaluators for additional comparisons or analyses relevant for the ISLA program evaluation. The evaluator is expected to have internal capacity to process and analyze geodata or to subcontract it, depending on needs and priorities.

4.3 Assessment of IDH evidence documents and MEL data

For all the ISLA landscapes, IDH has collected data and information from three main sources: reports and project implementation documents; IDH's corporate results monitoring framework (RMF), and ISLA monitoring, evaluation and learning (MEL) data. After the ISLA program mapping, the evaluators must review, synthesize, and assess quality of available evidence from the different sources and allocate them to the relevant result statement in the ISLA logical framework.

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[2] See: Cowling, P., DeValue, K. & Rosenbaum, K., "Assessing forest governance: A Practical Guide to Data Collection, Analysis, and Use." (2014) *PROFOR and FAO*. Washington DC

- Based on the program structure and project mapping, review ISLA program evidence documents to prove program results are mapped against the outcome and impact statements in the ISLA intervention logic
- Document how each piece of evidence is considered or discarded and the extend of its contribution towards a given statement in the ISLA intervention logic
- The previous step includes implementing a clear, solid methodology for "scoring" pieces of evidence according to their quality, representativeness, and objectivity
- Analyze results of IDH key performance indicators from the RMF used by ISLA landscapes during the implementation period 2015-2018
- Validate findings from document review and RMF data using independently sourced data such as public data or primary data collected through survey and stakeholder interviews
- Identify evidence gap at impact and outcome level, base on which to design data collection and/or data verification plan.

4.4 Program staff engagement

The evaluator is expected to conduct interviews with ISLA program staff in the different landscapes before evidence review to contextualize the evidence available towards the intervention logic and gain better understanding of IDH's role and contribution in the observed changes. Similarly, the evaluators should conduct staff interviews after preliminary results are released to validate assumptions made and the interpretation of findings.

4.5 Conduct stakeholder and expert interviews

The evaluator is expected to conduct interviews with relevant external informants (IDH staff interviews excluded) to validate the evidence provided by IDH and the preliminary conclusions of the evaluator. The interviewee list could include, if relevant and necessary, relevant academic or thematic experts in country to ensure independent parties are proportionally represented.

5. Expected deliverables

The evaluators shall produce the following final deliverables:

- Two presentations where key findings are clearly and concisely explained: one for external usage, one for internal learning
- The digital data collection tools developed and the data collected
- Evaluation report in English (corrected and proofread) with:
  - An executive summary outlining the conclusions on the relevance, coherence, effectiveness, efficiency, (expected) impact, and sustainability of the ISLA program
  - An introduction chapter providing an overview of the program structure, including a recap of the intervention logic and intended impact, quantifying narrative with output and operational data provided by IDH, and overall feedback on the effectiveness, strengths and weaknesses of the program design.

- o A chapter on methodological approach explaining the evaluation design and how it addresses requirements outlined in these Terms of Reference and from feedback provided by the program donor and IDH.
- o Separate, independent chapters for each of the countries, explaining the results in a clear, concise, and consistent manner for each of the result areas in the ISLA program logical framework:
  - Changes in business practices
  - Improved governance
  - Improved field-level sustainability
- o A short separate chapter dedicated to the harvesting of results of the learning and innovation mandate of the program at the global level.
- Annexes to the Evaluation report, including:
  - o The ISLA program structure per landscape, outlining the size of population reached through the projects as well as the geographic scope of projects
  - o The list of evidence pieces collected and synthesized to evaluate achievements with the scored given by the evaluator and mapped against the applicable outcome and impact statement in the Program's intervention logic
  - o A list of references, interviewees, survey respondents, or academic experts engaged in the design of the evaluation framework, surveyed, or interviewed for evidence or data triangulation

6. Duration of assignment

- The assignment is expected to take place between 1 December 2020 and 30 April 2021.
- The inception phase will take place up until 18 December 2020 with design of the methodology reviewed and approved by donor and/or steering committee.
- Program evidence collection and review, together with program staff interview, starts in January 2020, and lasts till April 2021.

7. Evaluator profile

The selected evaluator/team/consortium shall have the following skills, knowledge, and experience:

- Experienced and qualified (research) staff knowledgeable of topics related to landscape approaches: land-use planning, natural resource management (in particular forest and water management), multi-stakeholder governance of sustainability, and private sector engagement in sustainability.
- Expertise in Monitoring & Evaluation, in particular in program evaluations
- Experience in handling multi-country program evaluations
- Expertise in both qualitative and quantitative research methods
- Expertise in processing and analyzing geodata
- Team includes researchers that are based in and/or are proficient in the official languages spoken in the countries where the Program is implemented. This is a must for Côte d'Ivoire, Kenya, Ethiopia, and Brazil; and desirable for Indonesia and Vietnam.

The lead evaluator will be clearly identified in the proposal. She/he is responsible for:

- Coordination of the evaluation, including the final report
- Communication with the steering committee at IDH, making sure feedback on design and progress is correctly addressed
- Present key findings to internal stakeholders

8. Requirements of the proposal

The purpose of the proposal is to demonstrate the qualifications and capability of the applicant seeking to undertake this assignment in conformity with the scope and technical requirements set forth herein.

The proposal should include:

- **Evaluation goal**: Explanation of the understanding of this ToR, the main objectives, and the expected results of the program evaluation.
- **Methodology approach**: Clear description of methodology and assessment framework addressing all elements described in Section 4, "Methodological approach". Proof that the evaluator has knowledge on or has read and understood the references mentioned in this proposal.
- **Work plan**: Planning of activities and deliverables of the assignment including responsible staff, CVs of team members involved, and the expected staff-time investment
- **Reference work**: Outputs or samples of similar evaluations, explaining how that experience can help successfully approach the present one.
- **Budget estimation:** We estimate the budget proposal to be within a range of 175,000 to 200,000 EUR excluding VAT. Factors determining the estimated budget range are the fact that no primary data collection is required and international travel is most likely not (yet) possible. It is however a multi-country evaluation that requires thematic and country-specific expertise as well as the ability to review a significant amount of program documentation and evidence.

Important: Taking into account the continuing impact of the COVID-19 pandemic on travel restrictions (and safety considerations), the evaluator should note that visiting the landscapes and/or project sites will probably not be possible due to local regulations or due to company rules. Additionally, the evaluator is strongly encouraged to work with, or sub-contract, evaluation researchers based in the countries where the ISLA program is implemented to interview stakeholders, review evidence in the local language, and understand the local context. This is crucial for at least Côte d'Ivoire, Kenya, Ethiopia, and Brazil. It is desirable but less important for Vietnam and Indonesia—as both countries have a number of translated pieces of evidence available. Both issues must be considered and incorporated into the methodological approach and work plan described in the proposal.

9. Selection of the proposal

The proposals will be evaluated by the steering committee based on the following criteria. For each criteria, the proposal will be given a score for 1 (lowest) to 5 (highest). The score is multiplied by the weight for each criterion.

Component		Criteria	Score	Weight	Maximum score
Content of the proposal	1.	A clear description of an evaluation approach to address the specific objectives of the end-line evaluation.	1 - 5	3	15
	2.	Proposal must provide a clear description of the intended activities to realize the evaluation design, including logistics, that emphasize how high quality, efficient and cost-effective data collection and verification, analysis and synthesis process can be guaranteed. The approach shall include information on confidentiality and safeguard measurements for ethical and GDPR compliant data collection procedure.	1 - 5	2	10
	3.	Proposed activities and tools represent a realistic plan to realize the different specific objectives of the evaluation and takes sufficient account of the expected challenges.	1 - 5	2	10
	4.	Proposed budget represents a fair and realistic assessment of time needed and team composition involved in conducting the activity or in fulfilling the evaluation objective.	1 - 5	1	5
	5.	Timeline designed by consultant/applicant, broken down by main activities and specific evaluation objectives as presented in the Call for Tender section 4, represents a realistic estimation that considers the amount of evidence to gather and assess/audit, data collection and/or verification in different geographies (incl. surveys and interviews), calibration of results, draft report review rounds, and final assignment date.	1 - 5	1	5
	6.	The candidate presents a credible approach considering the impact of COVID-19 on inter- and intra-national travel, in team composition, and methodology.	1 - 5	3	15
Maximum score Content					**60**
Evaluator profile: organization, consultant, or consortium	7.	The candidate or organization (consortia) are independent to the program and implementing partners as clarified in the Grounds for exclusion section of the Call for Tenders. The profile of the evaluation or organization (consortia) is recognized and reputable as to ensure the credibility of their methods and results.	1 - 5	1	5
	8.	The candidate has proven knowledge evaluating landscape approaches.	1 - 5	3	15
	9.	The candidate has carried out at least one similar evaluation within the last five years.	1 - 5	3	15
	10.	The evaluation team presented covers the skills as listed in the Evaluator Profile section.	1 - 5	3	15

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Maximum score Evaluator Profile	50
TOTAL maximum score	**110**

IDH is under no obligation to make a contract award decision or to conclude a contract with a participant as a result of the call for proposals.

Grounds for exclusion

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

a) They have played a significant role in either developing or implementing activities in the IDH ISLA Program at the central level or in the implementation countries, because this may lead to a conflict of interest having consultants evaluating their own work.

b) They are bankrupt or wind up being, 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.

c) 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.

d) They have been guilty of grave professional misconduct proven by any means which IDH can justify.

e) 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.

f) They or persons having powers of representation, decision making of 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.

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).

11. Submission of the proposal

Proposals in English, together with all necessary accompanying documents, must be submitted on 13 November 2020 by 18:00 CEST, to:

- Claudia Schlangen, Sr. Operations Manager Landscapes, schlangen@idhtrade.org
- Hector Chavez, M&E Advisor Landscapes, chavez@idhtrade.org

For any clarifying questions regarding this Terms of Reference or on the submission of your proposal, kindly send an email to Hector Chavez, M&E Advisor Landscapes at chavez@idhtrade.org .

12. Tender timeline

Activity	Timeline
Terms of reference published	October 19th, 2020
Deadline for submission of the technical and financial proposals*	November 13th, 2020
Evaluation and selection of the proposals	November 25th, 2020
Awarding of contract to successful consultant	November 30th, 2020
Kick-off call to further refine the scope	Week of November 30th, 2020

Proposals submitted after the deadline will be returned and will not be considered in the tender procedure unless the deadline for submission of proposals is extended and communicated as such by IDH in writing. The other dates are indicative and not binding.

IDH reserves the right to change all dates and will inform participants in a timely manner of such changes.

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