



## **Terms of Reference**

**Tender: Mid-term Evaluation of the Initiative for Sustainable  
Landscapes (ISLA) program, 2021-2025.**

**On behalf of Stichting IDH**

**P.O. Box 1241, 3500 BE Utrecht**

**Place: Utrecht, the Netherlands**

**Date: 16/12/2022**

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## 1 Introduction

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.

Based on these Terms of Reference, Stichting IDH aims to select a service provider to conduct the **Mid-term Evaluation of the Initiative for Sustainable Landscapes (ISLA) program 2021-2025**.

## 2 Background information

IDH currently works in 22 landscapes globally to co-develop sustainable development solutions with local and international stakeholders. Some of these landscape programs are part of the Initiative for Sustainable Landscapes (hereafter: **ISLA Program** or **Program**), an initiative funded by the Dutch Ministry of Foreign Affairs' department for Inclusive Green Growth (hereafter: IGG). The ISLA Program was launched in 2016 and has now entered its second funding period (2021-2025).

The 2021-2025 ISLA Program supports landscapes in seven countries in Asia, Africa and Latin America, as specified in Table below (Section 2.1.). The total Program budget is EUR 28.9 million. The Program brings together local governments, companies sourcing commodities from the landscape, local communities, and other stakeholders to facilitate the co-development and implementation of sustainable development plans to improve farmer livelihoods through sustainable commodity production while protecting natural resources and reducing deforestation.

The mid-term evaluation covers the Program implementation period between January 2021 and December 2022. The evaluation is due on the 31st of July 2023.

### 2.1 Summary table with key information on the Program

Table 1. Program summary

<b>Program name</b>	<b>The Initiative for Sustainable Landscapes program (ISLA)</b>
<b>Budget</b>	€28.9 Million
<b>Program start and end dates</b>	2021-2025
<b>Program location</b>	Kenya, Cameroon, Cote d'Ivoire, Ethiopia, Indonesia, Vietnam, Brazil

<b>Program objectives</b>	<p>The ISLA program aims to achieve results in three areas: 1) <b>improved landscape governance</b> through convening multi-stakeholder coalitions at different jurisdictional levels, 2) <b>improved sustainability of business practices</b> related to commodity sourcing for positive environmental outcomes and better incomes for smallholder farmers and workers, and 3) <b>improved field-level sustainability</b> of commodity production and the protection and restoration of forests and other natural ecosystems.</p> <p>Additionally, through the <a href="#">SourceUp platform</a>, the Program aims to attract partners to landscape and increase adoption of landscape approaches by companies/other stakeholders.</p>
<b>Target beneficiaries</b>	Local communities, farmers and their organizations, governments, private sector buyers, processors, traders
<b>Themes</b>	Landscape / Jurisdictional approaches, sustainable commodity production (coffee, cocoa, palm oil, soy, dairy, beef), deforestation, forest protection and restoration of natural ecosystems

## 2.2 General overview and context of the Program

IDH approaches landscapes through convening multi-stakeholder coalitions (MSCs) at multiple jurisdictional levels of government. Through stakeholder consultation and convening these coalitions, sustainable development plans are agreed upon among coalition members. These plans outline jurisdiction-specific, time-bound sustainability targets, formalized in a Memorandum of Understanding (often called “Compacts”). Often, these plans are linked to national development plans and private sector sustainability initiatives. Pilot projects are co-developed with stakeholders from the private and public sector to test innovative business models that contribute to sustainability goals included in the Compact and are assessed for potential to scale for large-scale impact.

The IDH process to build multi-stakeholder coalitions is outlined in the maturity diagram below. First, IDH teams work to understand the relevant threats to landscape sustainability and identify the key drivers of deforestation and ecosystem degradation. Then, public and private stakeholders are engaged through building awareness of these landscape sustainability challenges. Sometimes, smaller (i.e. lower budget, smaller scale) sustainability projects are co-funded by IDH, to build trust between IDH and landscape stakeholders. Then, bi-lateral conversations begin to understand each stakeholders vision for the future of the landscape, and to understand stakeholder priorities. From these conversations, the idea of a multi-

stakeholder landscape coalition is introduced. Once the stakeholders are on board with the MSC, IDH facilitates the formation of a shared vision for sustainable development in the landscape, and priorities and potential pilot projects are identified at field level. Next, the coalition becomes institutionalized or formalized in a Letter of Intent or decree, depending on the context. A clear governance structure is agreed upon and sustainability targets for the landscape are discussed and agreed upon through an Memorandum of Understanding, often called PPI (Production-Protection-Inclusion) Compact, signed by stakeholders of the coalition. A monitoring system is then developed to monitor progress towards these goals. In parallel to convening the MSC, IDH also co-develops and co-funds with buyers sustainability projects that contribute to the PPI targets defined in the Compact. It also works with financial partners to attract new sources of funding to the landscape, so that Compact targets can be met. The process is then replicated by IDH or other organizations and expands to other jurisdictional areas. Finally, IDH can step out as the role of facilitator, as the coalition is fully owned by the stakeholders and funding has been secured to sustain activities over the long term.

It is important to note that the process described above may differ slightly per landscape, as it is dependent on the local context: each landscape is unique in its approach to forming MSCs, agreeing on targets and supporting project implementation in the field.

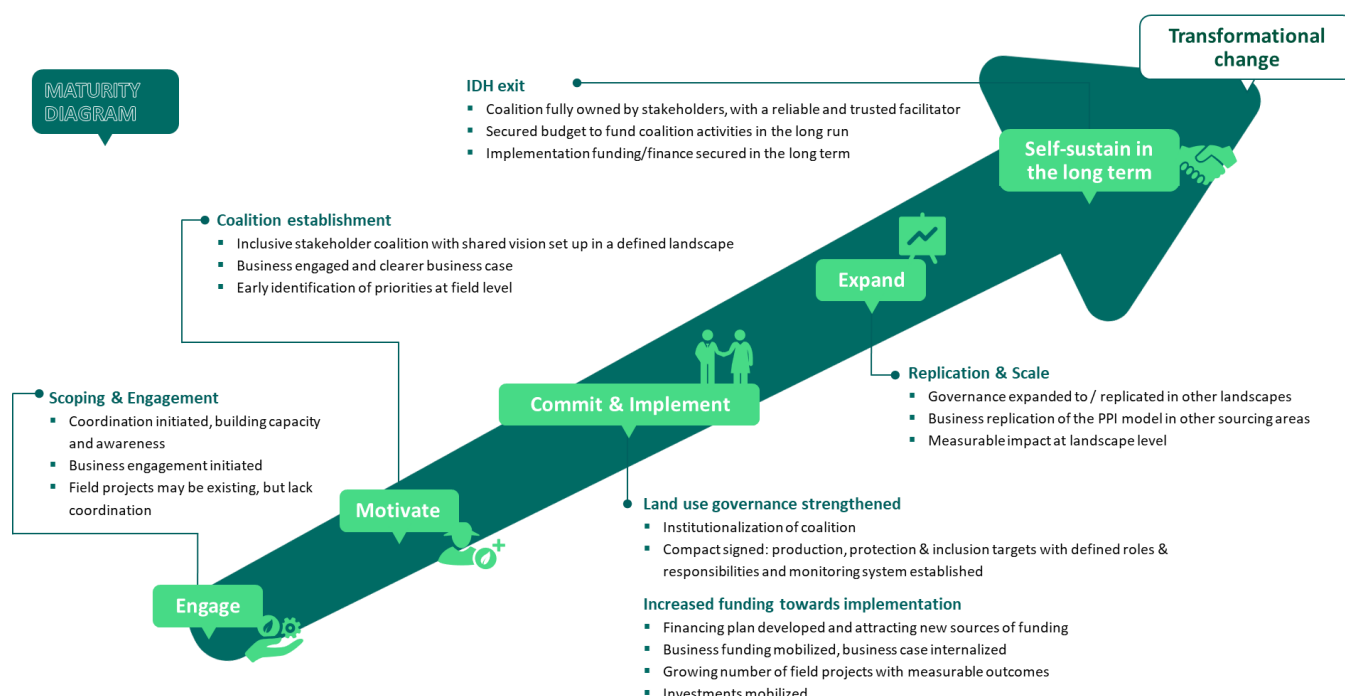


Figure 1. – IDH Landscape Maturity Diagram

Through facilitating these MSCs, IDH aims to drive impact in the following areas, 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 impacts 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, farmers, communities, and civil society into coalitions, that define a multistakeholder vision and action plan for sustainable landscape development. The multi-stakeholder coalitions are expected to strengthen landscape governance, influence changes in policy and enforcement and 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 program to gain trust from the stakeholders and show action beyond talking. During the course of the program, larger projects are co-funded with the private sector and other stakeholders, in order to test new solutions that will contribute to the PPI targets of the Compact signed by the multi-stakeholder coalition.

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

Ultimately, IDH aims to create impact in better incomes for farmers and forest communities, reduce and eliminate deforestation, and restore and protect forests and natural ecosystems. In Annex A, the Theory of Change (ToC) of the Landscapes program outlines the strategic pathways through the three result areas to produce impact.

To strengthen its landscape program, IDH is developing an online platform called [SourceUp](#). This platform intends to connect buyers and investors with landscapes that are committed to sustainability targets, and attract additional support to these landscapes. In particular, buyers can support landscape initiatives in different ways:

by designing and financing field projects, by committing to preferential sourcing from the landscape and by supporting the Multi-stakeholder Coalition with in-kind or financial support. A specific ToC and more information on SourceUp will be included in the briefing.

The table below outlines the landscapes of the ISLA Program, and the key field-level projects co-funded by IDH in the landscape. The MSCs in each landscape work to create enabling environments and collaborations to produce change through flagship projects in the landscape.

Table 2: Overview of ISLA Program

Country	Landscape	Number of Jurisdictional Coalitions (2021-2025)	Thematic areas covered by field projects (2021-2025)
			Updated list of projects will be provided by IDH ahead the evaluation
<b>Kenya</b>	<b>South West Mau Forest</b>	<b>1</b>	<ul style="list-style-type: none"> <li>- Upscaling livestock project that aims to enhance farmers livelihoods and decrease deforestation related to cattle grazing</li> <li>- South West Mau Forest surveillance activities</li> <li>- Forest restoration through tree planting</li> <li>- An additional project or two on the topic of integrated community forest management and/or water springs rehabilitation, contingent on funding</li> </ul>
<b>Cameroon</b>	<b>Grand Mbam (Primary focus: Ntui, Ngoro, Mbangassina municipalities)</b>	<b>3</b>	<ul style="list-style-type: none"> <li>- Sustainable management of community forests, and support to farmers livelihood through agroforestry: one project contracted and another one in the process of being contracted</li> </ul>
<b>Cote d'Ivoire</b>	<b>Cavally Region Mont Péko Landscape</b>	<b>2</b>	<b>Cavally region:</b> <ul style="list-style-type: none"> <li>- One project contributing to the protection of a national park and a classified forest, enhancement of coffee production in the region, diversification of farmers income with a focus on women (in the process of being contracted)</li> </ul>



			<ul style="list-style-type: none"> <li>- One cocoa agroforestry project piloting payment for ecosystem services (contracted)</li> </ul> <p><b>Mont Péko landscape:</b> one collaborative project to protect the Mont Péko National Park and support farmers' livelihoods (still being discussed)</p>
<b>Indonesia</b>	<b>West Kalimantan</b> (Kubu Raya, Ketapang)	<b>2</b>	<ul style="list-style-type: none"> <li>- Technical assistance for a palm oil company towards pre-investment by the &amp;Green Fund</li> <li>- Projects that cover the following topics:               <ul style="list-style-type: none"> <li>- Strengthening Landscape Protection and Sustainable Palm Oil Production</li> <li>- Integrated Sustainable Landscape Management Plan of Forest Concessions</li> <li>- Social Forestry Approach Towards Batu Menangis Integrated Landscape Management</li> <li>- Sustainable Palm Oil Sourcing from 3rd party crops</li> </ul> </li> </ul>
	<b>Aceh</b>	<b>3</b> <i>(2 at district level, 1 at province level)</i>	<ul style="list-style-type: none"> <li>- N/A, new strategy rolling out in 2023</li> </ul>
<b>Vietnam</b>	<b>Central Highlands</b>	<b>5</b> <i>(4 at district level, 1 at province level)</i>	<ul style="list-style-type: none"> <li>- 11 projects with various public and private sector partners in coffee to contribute to the goals of the PPI compacts.</li> </ul>
<b>Brazil</b>	<b>Mato Grosso</b>	<b>4</b> <i>(1 at Mato Grosso state level + 3 at municipality level)</i>	<ul style="list-style-type: none"> <li>- Sustainable Production of Calves Program, focus on traceability</li> <li>- Carbon Finance</li> <li>- Land-use planning</li> </ul>
<b>Ethiopia</b>	<b>Central Rift Valley</b>	<b>1</b>	<p>A number of small-scale field level projects that contribute to good agricultural production and ecosystem restoration.</p> <ul style="list-style-type: none"> <li>- Note: Program will be ended in June 2023</li> </ul>

*NB: It is important to note that most of the activities in the landscapes of West Kalimantan, Indonesia and Mato Grosso, Brazil, have been financially supported through the partnership program between IDH and The Norwegian Agency for Development Cooperation (NORAD) since 2016.*

### 3 The Assignment

#### 3.1 Objectives of the assignment

As stated in the previous Chapter, IDH is looking to contract a consultant to conduct the evaluation of the ISLA program.

Main objectives of the **ISLA Program midterm evaluation** are:

- **Measuring progress towards mid-term outcome level achievements** of the Program in its three result areas: change in business practices, improved landscape and sector governance, and field-level sustainability. To the extent possible, this includes an analysis of IDH's **contribution** to the observed changes
- Assessing the **relevance, coherence, efficiency, effectiveness, expected impact** and **sustainability** of the Program
- Identifying **strengths and weaknesses** in Program design and implementation, as well as identify key challenges
- Developing **data-driven recommendations** for strategic changes in Program approach
- Assessing and/or giving insight on **whether the observed outcomes are expected to be contributing to impact in the long term.**
- Providing **technical recommendation on M&E activities**, especially in two aspects: the measurement of Program output/outcome/impact and evidence for IDH's contribution for the expected output/outcome/impact
- Providing insight into **key learning questions**

The evaluation should go beyond accountability with a central focus on learning for improvement of the Program strategy and activities. IDH aims to gain insights on the performance of the ongoing interventions; understand the ways in which the Program is following the impact pathways outlined in the ToCs, including the reasons as to why or why not. It is important for IDH to understand the change process that occurred in the different economic, political, and socio-cultural contexts, and the role IDH plays in this process. The mid-term evaluation is expected to be used by IDH to inform strategic decision-making, and take corrective actions if needed. It will also be used to report Program progress to IDH donors.

### 3.2 Scope of the evaluation

The scope of the evaluation includes the countries and regions outlined in Table 2.

The Program should be evaluated against the Program-level ToC and key evaluation questions, as well as provide country-level analyses and insights. Each country has a country-specific ToC and indicator framework linked to the Program-level ToC and to the evaluation questions. These will be shared during the mid-line evaluation onboarding to be used in the evaluation process.

### 3.3 Key Evaluation Questions

The design of the mid-term evaluation should address key questions based on the OECD-DAC criteria on the Program's relevance, coherence, efficiency, effectiveness, expected impact and sustainability. Furthermore, it should address strategic learning questions to test assumptions built into the ToC(s).

#### **Strategic learning questions:**

SL1. To what extent and how has IDH been able to replicate and scale the outcomes, findings, and networks developed as part of the ISLA program beyond the direct intervention landscapes?

SL2. To what extent had the approach been replicated or scaled by other organizations?

SL3: To what extent is IDH facilitating cross learning between landscapes?

#### **Relevance:**

R1. In which ways is the ISLA Program structure in each country and landscape designed to address the key agri-commodity production and environmental needs of the stakeholders in the landscape? Can blind spots be identified?

R2. To what extent has inclusion of the private sector in a landscape approach been relevant? Does the private sector consider the landscape approach as an effective tool in achieving their sustainability commitments?

R3. To what extent has the inclusion of the public sector been relevant? Does the public sector see the value in participating in the multi-stakeholder coalitions in the landscape?

R4. What is the additionality of a landscape approach versus a project or commodity specific approach?

R5. To what extent does SourceUp have the potential to strengthen private sector engagement in landscapes?

### **Coherence:**

C1. 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?

### **Effectiveness:**

*Overarching question:*

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

*Specific questions:*

#### Improved landscape governance and learning

ES2. To what extent has IDH been successful in convening multi-stakeholder coalitions that play a key role in sustainable landscape management? Are all relevant stakeholders represented in these coalitions and committed to the sustainability objectives? To what extent are women meaningfully participating in landscape governance?

ES3. To what extent does local ownership exist in the MSCs? Through what mechanisms has IDH facilitated local ownership?

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

ES5. To what extent do MSCs and PPI Compacts help improve landscape governance and attract sources of funding?

#### Change in business practices

ES6. To what extent has IDH been successful in getting the private sector to adopt landscape approaches in their sustainability and sourcing strategies?

ES7. To what extent has IDH been successful in attracting new sources of funding to the landscape?

#### Field-level Sustainability

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

ES9. To what extent have changes in governance and in business practices helped reduce deforestation / forest degradation at landscape level?

ES10. To what extent are field level projects inclusive with the meaningful participation of women?

**Expected impact:**

I1. To what extent does the available evidence show that the ISLA program is expected to be achieving the intended impact against the ToCs at program and country level?

**Sustainability:**

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

### 3.4 Deliverables

The consultant is expected to provide quality services and deliver the following:

<b>Deliverable 1</b>	<p><b>Inception Report</b>, including:</p> <ul style="list-style-type: none"> <li>• Project background and problem analysis, Project objectives, Theory of Change diagram and narrative, and Results Measurement Framework.</li> <li>• Research design and updated methodology (including detailed outline of the methodology and sampling methodology) after discussion with IDH team.</li> <li>• Evaluation matrix.</li> <li>• Updated workplan and timeline, including all activities required to produce the requested deliverables and information regarding fieldwork logistics.</li> <li>• Data analysis plan.</li> <li>• Outline of evaluation report.</li> </ul> <p>Supporting documents as annexes:</p> <ul style="list-style-type: none"> <li>• Data collection tools draft (e.g. survey questionnaire, FGD or KII guides) ahead of field work.</li> </ul>
<b>Deliverable 2</b>	<p><b>Draft evaluation report with preliminary findings.</b></p> <p>Supporting documents as annexes, organized by country when appropriate:</p> <ul style="list-style-type: none"> <li>• Data collection tools.</li> <li>• Raw data (databases of survey responses, datasets used for data processing, transcripts of interviews or FGD).</li> <li>• List of stakeholders consulted (i.e respondents &amp; interviewees)</li> <li>• List of references and data sources.</li> <li>• Data analysis records and rating system.</li> <li>• Validation session on the preliminary findings with IDH evaluation management team and donors.</li> </ul>
<b>Deliverable 3</b>	<p><b>Final Evaluation Report</b>, including the following annexes:</p> <ul style="list-style-type: none"> <li>• The expected length of the final evaluation report should be no more than 150 pages, excluding annexes.</li> <li>• The expected language of the final evaluation report is English.</li> <li>• Updated Annexes and supporting documents included in Deliverable 2.</li> </ul>
<b>Deliverable 4</b>	<p><b>Half a day learning session</b> with key stakeholders, including:</p>

	<ul style="list-style-type: none"> <li>• Power point presentation of key findings, conclusions, recommendations, and other lessons learned of the evaluations</li> </ul> <p><i>Note: Presentation should include both program-level findings and findings per landscape.</i></p>
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### 3.5 Evaluation quality criteria

IDH adheres to the evaluation quality criteria of the Department of International Research and Policy Evaluation of the Ministry of Affairs of the Netherlands (IOB)<sup>1</sup>. The evaluation will be reviewed against the 26 criteria. In line with IOB's guidance, when assessing the overall quality of the final evaluation report and the evaluation process, at least 23 of the 26 evaluation criteria must be scored as 'adequate' or 'good' to consider the final report valid and accepted by IDH. In addition, there are 13 knock-out criteria. If an evaluation scores 'inadequate' on one of these 13 criteria, the evaluation is regarded as inadequate and cannot be accepted by IDH.

### 3.6 Approach and methodological requirements

The Applicants are expected to develop their methodological approach in line with prescriptions laid out in section 3. The proposed methodology may be further discussed with IDH after contract awarding and finetuned during the inception phase.

- It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender.
- The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report.
- Limitations to the chosen approach/methodology and methods shall be made explicit by the evaluator and the consequences of these limitations discussed in the tender. The evaluator shall to the extent possible, present mitigation measures to address them.
- A gender responsive approach/methodology, methods, tools and data analysis techniques should be used.
- The evaluation should be designed in a way that a follow up endline evaluation in 2026 is possible.

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<sup>1</sup> IOB. (2022). *IOB evaluation quality criteria*. Department of International Research and Policy Evaluation of the Ministry of Affairs of the Netherlands (IOB). <https://english.iob-evaluatie.nl/publications/guidelines/2022/04/22/evaluation-quality-criteria>

The ISLA mid-line evaluation should build on the available output, outcome and impact level evidence generated by IDH, program stakeholders and implementers, and other independent evaluations (see list below). The evaluator should triangulate data where appropriate through interviews with key stakeholders. Field visits are not considered as necessary in the context of this mid-line evaluation.

Landscape approaches are complex, and therefore attribution to a single actor is challenging. Based on previous learnings from evaluations, approaches such as (but not limited to) Contribution Analysis, or Qualitative Comparative Analysis which aim to understand the extent to which the program is on track to achieve impact have proved instrumental for learning. Furthermore, surveys with the private sector and other key stakeholders are important to understand the effectiveness and additionality of the program's convening activities.

The evaluator should make use of the endline evaluation of the previous phase of the ISLA program completed in 2021 and follow up on relevant points. For example, the landscapes were placed on different positions on the Maturity diagram (see Figure 1), and it would be important to see how they have evolved by the mid-term evaluation.

**The data that will be available to the evaluator includes:**

- Land use and forest data from World Resource Institute's Global Forest Watch, the European Commission Joint Research Center and country specific datasets (incl. deforestation alerts) will be made available through a forest monitoring platform developed for all IDH landscapes, which can be used to analyse impact on forests. The platform also allows access to satellite imagery for the hotspots identified, hence limiting the need to acquire specific satellite-based data for this evaluation.
- Evaluation report from the endline evaluation of the previous funding phase (2016-2020)
- Independent evaluations from specific landscapes (TBD, depending on advancement of the evaluations in Q1-Q2 2023). These impact studies will provide complementary insights into specific components of the landscape programs (note that these studies will only be available for specific landscapes)
- Implementing partner reports from projects co-funded by IDH and companies/public sector (including KPI progress)
- Key performance indicator data from the ISLA results measurement framework
- Theory of Change diagrams for each landscape
- List of stakeholders in the landscapes
- Data from two tools to help capture convening work in landscapes
  - Evidence tracker



- Excel-based data log which captures key convening activities with documented evidence, based on the main stages outlined in the Maturity diagram (see Figure 1).
- Value Monitor
  - Qualitative survey tool given to members of the multi-stakeholder coalitions to understand the values the stakeholders gain from being members of the coalition. Data from this tool will be available for some landscapes for the mid-term evaluation.

An onboarding meeting will be organized to present the Landscape Program ToC and all documents available for each of the 7 countries. A number of country specific calls with the IDH landscape teams may be needed to ensure full understanding of the country-specific ToC, the KPIs and evidence available, and of the articulation between the landscape governance and specific projects being implemented in the field.

### 3.7 Evaluation management

IDH's evaluation policy prescribes that an evaluation committee (comprising the Program Management Team, M&E advisors, and donor representatives where requested) be formed to oversee and support the design and implementation of the evaluation consultancy by an external evaluator. The key responsibilities of each party are outlined in the following table:

Stakeholder	Key roles and responsibilities
<b>Evaluator</b>	<ul style="list-style-type: none"> <li>• Implementation of the evaluation, including securing methodological requirements, data collection, analysis, reporting, and learning</li> <li>• Coordination of the evaluation, including the final report</li> <li>• Communication with the supervisory team at IDH</li> <li>• Ensure feedback on the design of the evaluation and the progress is correctly addressed</li> <li>• Present key findings to the audience</li> </ul>
<b>IDH evaluation committee</b>	<ul style="list-style-type: none"> <li>• Ensure the strategic relevance of the deliverables to the Program and IDH at large</li> <li>• Contribute to the identification of key stakeholders that need to be consulted / interviewed during the evaluation</li> <li>• Facilitate the contact information of partner institutions in the field</li> <li>• Ensure all key stakeholders provide feedback to the evaluation</li> <li>• Facilitate the evaluator's collection of data/information by liaising with the Implementing Partner</li> </ul>

	<ul style="list-style-type: none"> <li>• Review the inception report to ensure all methodology requirements are met</li> <li>• Review the data collection tools to ensure definitions align to the requirements of the evaluation and data is collected to address all evaluation questions</li> <li>• Ensures compliance with methodology and data requirements of the donor, IDH RMF and project-specific KPIs</li> <li>• Review and provide timely feedback to the inception report, data collection tools and evaluation report</li> </ul>
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### 3.8 Timeline and resources

The mid-line evaluation is expected to be conducted between **01/03/2023** and **31/07/2023**. The Applicants are invited to develop a detailed workplan of the activities that will be conducted allowing to achieve the deliverables requested in section 4.4. within the given timeframes. A generic template of evaluation workplan is included in Annex B for Applicants' reference but it is by no means mandatory to follow its format, evaluators are free to design a detailed workplan under their preferred format.

The maximum total budget of the mid-term evaluation is EUR 150,000, including VAT.

### 3.9 Schedule of payment

Payment of the budget quoted by the awarded Applicant in the financial proposal will be processed upon completion of the following milestones:

Mid-line evaluation:

- 20% upon contract signing;
- 40% upon reception of the draft evaluation report;
- 40% upon delivery of the final evaluation report and the learning session.

## 4 Applicant's profile

Besides general requirements to allow an efficient cooperation between IDH and the Applicant, IDH highly values that its partners adhere to a level of affinity with the sustainability agenda of IDH. Requirements on the general company profile therefore relate to:

- Means and frequency of periodic in-person meetings
- Lead contacts and escalation channels
- Language requirements

- Currency requirements for billing purposes
- The Applicant's sustainability profile and/or efforts

Further, IDH welcomes applications from both individual consultants, consultancy firms and consortia. The evaluation team must, at least, demonstrate the following professional competence, sector expertise, and field work capacity:

- 1) Demonstrated expertise in results-based management, and in conducting multi-country program evaluations.
- 2) Demonstrated track record in conducting evaluations in the field of jurisdictional approaches for sustainable forest management and sustainable commodity production.
- 3) Demonstrated expertise on jurisdictional approaches, sustainable commodity production (focus: cocoa, palm oil, coffee, soy, beef), deforestation/forest degradation, forest protection/conservation, and community-based approaches, farming household support programs, trade-offs between conservation and livelihoods.
- 4) Demonstrated understanding of the social, political, economic, cultural, and historical context and dynamics of the countries where the program's operations take place (Kenya, Ethiopia, Cote d'Ivoire, Cameroon, Indonesia, Vietnam, Brazil)
- 5) Capacity to operate in and understand the following languages: French, Portuguese, Vietnamese, Bahasa Indonesia.
- 6) Demonstrated capacity to collect primary data and understanding of the context and sensitivities in regard to data collection in the program countries.
- 7) Demonstrated expertise on data collection with government actors, private sector, smallholder farmers, communities, SMEs.
- 8) Demonstrated experience with facilitating focus group discussions and key informant interviews.
- 9) Demonstrated experience in analyzing and interpreting land-use data, making use of both local and global data sets.
- 10) Demonstrated experience in sense-making sessions, presentations of evaluation or research findings to different targeted audiences

The lead evaluator shall be clearly identified in the Proposal. Such person shall be responsible for:

- Coordination of the evaluation, including the final report
- Communication with the evaluation committee at IDH, making sure feedback on design and progress is correctly addressed

- Present key findings to internal stakeholders

The Applicants are requested to submit the proposed team's profile in annex to their Technical proposal).

## 5 The Contract

The Contract is based on the Letter of Assignment template ("Agreement"), attached to these Terms of Reference as Annex D, and the IDH General Terms and Conditions for Services applicable to the Agreement between IDH and the selected Applicant (Annex E).

### 5.1 Policies

IDH has a limited number of internal policies and strategies relevant to the Assignment, which include a data strategy (under development), communication policy, safeguarding and privacy policies. These policies and strategies will be made available to the Consultant at the contract signing stage. IDH expects the Applicants to acknowledge and adhere to these policies or similar standards. The IDH Code of Conduct and the IDH Safeguarding Policy are annexed to these Terms of Reference.

### 5.2 Data Processing Agreement

A data processing agreement must be in place to secure data security and protection, which outlines the roles, responsibilities, and risk mitigation measures. Please refer to Annex F for reference to IDH Data Processing Agreement.

## 6 Description of the tender procedure

### 6.1 Introduction

This tender procedure is subject to the rules of the Dutch Procurement Law 2012, specifically the open procedure (*openbare procedure*). The award of the Contract will take place after a tender process that consists of two phases. In this chapter, the Selection Phase, pre-selection phase and the Tender awarding will be described.

### 6.2 Tender procedure

All proposals submitted by the Applicants will first be assessed against the Grounds for Exclusion and Suitability Requirements. After this first assessment, the proposals and Applicants that meet the requirements will be assessed against the selection criteria. The Contract will be awarded on the basis of the award criterion "Most

Economically Advantageous Tender”. The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.

The quality criteria will account for 60% of the total score and is determined by the evaluation of the response provided by the applicant in the Tender Scoring template in Annex 2. The lump-sum price will also account for 40% of the total score.

The two Applicants with the highest scores are invited to present their Proposal to the evaluation committee on the week of 13<sup>th</sup> February 2023 as outlined in the schedule in Section 6.3. The date and time reserved for each presentation will be announced by email after the suitability requirements and provided references have been checked and approved. The presentation serves for the Applicants to clarify their Proposals to IDH in case the Proposal raised questions. The presentation will not be awarded with additional scores.

### 6.3 Schedule

1	Announcement	16 December 2022
2	Deadline submission of questions by Applicants	13 January 2023 (5:00 PM CET)
3	Publication of answers to questions	20 January 2023
4	Deadline submission of proposals by Applicants	3 February 2023 (5:00 PM CET)
5	Communication of pre-selection and the timeline for presentation	10 February 2023
6	Presentation (exact timing will be communicated via email)	week of 13 February 2023, depending on availability
7	Award of the contract	By end February 2023

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

### 6.4 Questions

Questions regarding the tender procedure can be submitted until 13 January 2023, 5:00 PM CET, by e-mail to [berger@idhtrade.org](mailto:berger@idhtrade.org). With the subject mention: “Questions Tender ISLA Program Evaluation”.

Questions must be submitted in the English language and per the Model Question Form, attached as Annex G. The submitted questions will be grouped, anonymized, and combined in a general information notice. IDH will publish the information notice on [IDH website](https://www.idhsustainabletrade.com/publication/terms-of-reference-isla-midterm-evaluation/) (<https://www.idhsustainabletrade.com/publication/terms-of-reference-isla-midterm-evaluation/>) on 20 January 2023.

Please kindly note the following:

Questions that are deemed confidential by the Applicant must be clearly indicated as such in the Model Question Form. If IDH agrees that a question is indeed confidential, the question will be answered separately. However, if the answer to the question could result in an advantage of the Applicant, the question will be aggregated and published in the general information notice. IDH will notify the Applicant beforehand and will give the Applicant the option to withdraw the question.

The responsibility for the timely and accurate submission of the questions lies with the Applicant. Questions sent in by Applicants after the deadline will not be addressed by IDH.

Any inaccuracies, omissions, discrepancies, or objections to the content of any of the tender documents, including appendices, or the tender procedure, must be submitted in this round of questions. In case the above are not addressed before the deadline of the question round, this will result in a forfeit of the Applicant's right to invoke these matters before or after the Contract is awarded.

## 6.5 Proposals

Proposals must be submitted before 3 February 2023 (5:00 PM CET) via email to [bergen@idhtrade.org](mailto:bergen@idhtrade.org) with the subject line containing: "Tender ISLA Program Evaluation".

The Proposal should be drafted and submitted in accordance with all requirements of the Terms of Reference. Please see Chapter 8 for an overview of all documents that must be submitted by the Applicant together with the Proposal.

Proposals should not exceed 20 pages (excl. annexes).

## 7 Grounds for exclusion and suitability requirements

### 7.1 Grounds for Exclusion

Excluded from participation in the tender procedure and contracting is every party that is in one or more of the circumstances as referred to in Article 2.86 or 2.87 of Dutch Procurement Law.

### 7.2 References

As stated in 8.3, the Applicant must provide client references (including name of the client and contact details) that may be contacted by IDH in the evaluation procedure. Furthermore:

- Applicants must use the format presented under section 8.3 below (Relevant Work Experience).

- All reference client projects must have been finalized at least one year ago (2021 at the latest).

### 7.3 Professional qualifications

The Applicant must be registered in the professional or trade register in accordance with the regulations of its country of establishment.

## 8 Documents to be submitted with the Proposal

The documents referred to in this Chapter must be submitted together with the Proposal. The absence of any of the documents referred to in this Chapter can lead to exclusion from further participation in this tender procedure.

The following documents and information must be submitted by the Applicant, handled in the indicated sequence and numbering. Only complete Proposals that include and address all elements will be considered.

### 8.1 Technical Proposal

The technical proposal must include the following elements in the following order. Please be mindful to fulfil the requested level of detail for each element. Except for the value of previous relevant contracts and company financials, no financial information is expected in the technical proposal.

1. **Consultant background and profile:** Presentation of the company/team of consultants, date of incorporation of the consulting company, specialization(s) and fields of expertise, service provision, country(ies) of operation(s), acknowledgements received, etc, including visuals.
2. **Technical approach:** A succinct, well-elaborated approach of the understanding and methodology to deliver the requested services. The proposed methodology must describe:
  - **Understanding of the Assignment:** Applicants provide their general understanding of the Assignment, its objectives as well as its scope and expected deliverables.
  - **Overall approach:** In line with their understanding of these Terms of Reference, the Applicant develops the evaluation/ research design, the methodological requirements to implement this research design, key activities to conduct to deliver the evaluation in line with the requested products, as well as the risks and limitations of the proposal. Key aspects to describe are:

- **Evaluation/ Research design:** The Applicant shall describe the evaluation design and justify why opting for this approach (allocated budget can be one but not the only justification);
- **Evaluation framework:** In line with the scope of the evaluation and the Applicant's understanding of the Terms of Reference, a tentative evaluation framework needs to be drafted by the Applicants, including research objectives, Key Evaluation Questions and sub-question where relevant, indicators, sources of information and research methods (which may include quantitative and qualitative primary data, secondary data, and project documentation), data analysis and triangulation methods, and strength of the evidence. Note the evaluation framework is to be refined during the inception phase;
- **Research methodology:** The Applicant shall describe **why** the evaluation will collect qualitative and/or quantitative information in line with methods described in the evaluation matrix.
- **Data collection:** The Applicant shall describe **how** the consulting team intends to go about collecting the information with the aforementioned methods. Describe the primary data collection methodologies and type of information to be collected, as well as the secondary data sources to be reviewed. Describe how key stakeholders will be consulted or/and surveyed and how information sources will be accessed. Describe the sampling method, design, and size for primary data collection methods.
- **Data analysis:** The Applicant is expected to include a description of how qualitative and quantitative data will be analysed<sup>2</sup>. The assignment will require that the consultant ensures triangulation of data to address the specific questions and an integrated analysis of the different data sources are used. The Applicant needs to thoroughly describe how data will be triangulated, including a justification of the approach. Requirements regarding data visualization are of the highest standards. The Applicant should describe in the proposal the tools and methods that will be used in this respect.
- **Potential limitations and risks, including mitigation strategies:** the Applicant shall include the challenges and potential limitations of the proposed approach in terms of use of findings, substantiation of results claims and the implications in terms of evidence-based strength. The potential risks to be encountered during the consultancy shall also be described along with the mitigation strategies to address them. For

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<sup>2</sup> e.g. the household survey dataset will be processed using SPSS version 28 or Stata. Descriptive statistic analysis will be conducted including cross-tabulation by sex and age -young or adult categories- of all relevant variables.



longer term assignments, the Applicant shall describe how continuity of the relevant team will be ensured over time.

- **Validation session** with key stakeholders to cross-check the main findings.
- **Learning:** the Applicant is expected to present the findings and recommendations in a learning session with key stakeholders. The Applicant shall describe the approach to identify lessons learned during the evaluation and the strategy to promote learning and active interaction with IDH in the session.
- **Team composition:** Clear description of the Applicant's team, relevant experience of team members, task and time allocated per team member. For this section, please describe:
  - their experience in results-based management, in conducting evaluations or any other research activities;
  - their technical and language skills;
  - their role in the evaluation team, the main tasks they will execute and the time they are expected to be involved.

3. **Workplan:** Detailed activities and expected deliverables and timeline. An indicative template is included in Annex B of these Terms of Reference.

4. **Quality assurance and interaction with IDH:** The Applicant shall include the proposed management of the evaluation process, quality assurance and proposed interaction with IDH and key stakeholders as envisaged by the Applicant.

## 8.2 Financial proposal

The financial proposal document must include a budget in Euros (including VAT and all other applicable taxes). A financial proposal template is included in Annex B of these Terms of Reference. It is not mandatory to follow the template, yet, the proposal must include the following:

- Daily fee per team member. This later will be considered by assessors in regard to their seniority level and their place of residence (i.e. international vs local);
- Travel and transport expenses;
- Data collection unit costs;
- Cost per deliverable;
- Overall budget.

The Applicants are free to develop their financial proposal under their preferred format. As indicated in the template, IDH is interested in seeing a detailed breakdown

of each consultant's daily fee, the total number of working day for each team member, the total budget (including taxes), the cost per data collection item as well as the cost of travel and transport (if required for data collection, but not encouraged), and all other expenses. The Applicants are also encouraged to provide budget notes informing the assumptions used for budget calculation.

### 8.3 Supporting documents

Next to the Technical and Financial Proposal, the Applicant shall submit:

- **Legal company documents:** Legal incorporation, Chamber of Commerce registration, VAT number.
- **Relevant Work Experience:** please include the following table and fill it in with information on relevant work completed which is of similar nature to the scope of the work requested in these Terms of Reference, and attach as an annex:

Name of the consultancy	Client	Date (from/to) during which the assignment was carried out	Value of the contract	Type of consultancy (ex. Baseline / midline / endline / Program / Portfolio / research / survey / evaluation)	Summary of activities, tasks and services provided	Contact details of client representative

## 9 Evaluation of the Proposals

After the deadline to submit a Proposal has passed, the evaluation committee will evaluate the Proposals.

### 9.1 Evaluation committee

The evaluation committee has been assigned the task to evaluate the Tenders and will also make the award decision based on their knowledge of the purpose of the evaluation and the required technical specifications. They will also be present in the pre-selection presentations. The Evaluation Committee will consist of three people, 1) Learning Manager; 2) Head of Operations; 3) Corporate M&E Advisor.

### 9.2 Award criterion: MEAT

The Contract will be awarded to the Applicant with the most economically advantageous tender (MEAT). The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality. The quality criteria will account for 60% of the total score, while price will account for 40% of the total score.

### 9.3 Evaluation procedure

1. **Completeness check:** The Proposals will first be tested for completeness. The absence of the required information referred to in these Terms of Reference will lead to exclusion from further participation in the Tender Procedure.
2. **Reservations.** If the Proposal is complete, the evaluation committee will check the Proposal for any reservations made by the Applicant. Proposals that are subject to reservation are not permitted and will be excluded from further participation in the Tender Procedure.
3. **Evaluation.** If the Proposal is submitted timely, correctly, and without reservation, it will be evaluated. During this evaluation, the documents submitted are tested against the evaluation criteria as stipulated in this chapter. IDH may verify the submitted references, documentary evidence, and answers. This verification includes direct contact with the contact persons of listed reference projects.
4. **Pre-selection phase:** The proposals with the top two scores will enter the pre-selection phase. These applicants will be invited to give a short presentation of the proposal.
5. **Identical scores:** If the weighted final scores of consultants are equal, priority will be given to score on the *Quality* criterion; in this case the assignment would be awarded to the consultant that has received the highest score for the *Quality* criterion.

### 9.4 Evaluation of the proposals by the evaluation committee

#### 9.4.1 Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

Component	Criteria	Score	Weight	Maximum score
<b>Content of the proposal</b>	Proposal must provide a <b>clear description</b> of the intended activities to realize the evaluation design, including logistics, that emphasize how high quality, efficient and cost-effective data	1 – 5	3	15

	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.			
	Proposed activities and tools represent a <b>realistic plan</b> to realize the different specific objectives of the evaluation and takes sufficient account of the expected challenges.	1 – 5	2	10
	Proposed <b>budget</b> represents a <b>fair and realistic assessment of time needed and team composition</b> involved in conducting the activity or in fulfilling the evaluation objective.	1 – 5	2	10
	Timeline designed by consultant/applicant, broken down by main activities and specific evaluation objectives as presented in the Call for Tender, represents a <b>realistic estimation</b> 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	2	10
	The candidate presents a <b>credible approach considering the impact of COVID-19</b> on inter- and intra-national travel, in team composition, and methodology.	1 – 5	1	5
<b>Maximum score Content</b>		<b>50</b>		
<b>Evaluator profile: organization, consultant,</b>	The profile of the evaluation or organization (consortia) is <b>recognized and reputable</b> as to ensure the credibility of their	1 - 5	1	5

<b>or consortium</b>	methods and results. 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 candidate (s) <b>has proven knowledge evaluating landscape approaches.</b>	1 - 5	3	15
	The candidate has carried out at <b>least one similar evaluation</b> within the last five years.	1 - 5	3	15
	The evaluation team presented <b>covers the skills as listed in the Evaluator Profile section.</b>	1 - 5	3	15
<b>Maximum Score Evaluator Profile</b>		<b>50</b>		
<b>TOTAL maximum score</b>		<b>100</b>		

#### 9.4.2 Price

A combined price in Euros (including VAT) is to be presented. The evaluation committee will assess the financial proposal in terms of the “the best price for the proposed level of quality” with a grading ranging between 1 and 5 on the below criteria:

<b>Criterion 2: Price</b>		<b>Sub-criteria</b>
<b>Component 1</b>	<b>Best price for the proposed level of quality and depth of the proposed deliverables</b>	Daily fee per consultant. This later will be considered by assessors in regard to their seniority level and their place of residence (i.e. international vs local)
		Travel and transport expenses
		Data collection unit cost
		Cost per deliverable
		Overall budget

## 9.5 Award

Once IDH has decided which Applicant it intends to award the Contract to, a written notification thereof is sent to all Applicants.

## 10 Confidentiality

The Applicants must ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by email [bergen@idhtrade.org](mailto:bergen@idhtrade.org). The Applicant is thus explicitly prohibited to prevent discrimination of the other Applicants and, in order to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than those contacts obtained via the aforementioned email address, with the exception of the presentation.

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

All information, documents and other requested or provided data submitted by the Applicants 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 Applicant.

## 11 Disputes

Any dispute between the parties involved in the Tender Procedure that arise from the Tender Procedure, will be submitted to the competent court in Utrecht, the Netherlands.

The Applicants can object against the decision to award the Contract by means of an interim proceeding filing with the civil court in Utrecht, the Netherlands, within twenty (20) calendar days after receiving a written notification from IDH, in which it states its intention to award the Contract to one of the Applicants. By refraining from filing in an objection, the Applicant is deemed to have waived its rights to object to the aforementioned award. Any rights of the Applicant under this Tender Procedure will lapse.

In the interest of fast and good progress, each Applicant is urgently requested to provide IDH with timely notification of any legal measures taken, for example by sending the summons.

In the event of interim proceedings, IDH can award the Contract after the judgment in the first instance, unless this judgment prohibits the award.

## 12 Miscellaneous

### 12.1 Award

IDH has set out the terms and conditions in these Terms of Reference and its intent on applying those terms and conditions diligently. However, IDH has the right to assess whether the measures to be taken are proportional and may deviate in exceptional circumstances.

### 12.2 Post-award inability to perform

If after the final award of the Contract, the Applicant to whom the Contract has been awarded can no longer meet (for whatever reason) its contractual obligations, IDH is entitled to award the (remainder of) the Assignment (insofar as possible) to the Applicant that obtained the second highest overall score in the tender procedure. The Contract will in that case be awarded on the terms and conditions offered in the original tender procedure, without the necessity of conducting a new tender procedure for such assignment.

### 12.3 Reservations

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the Terms of Reference, the time schedule, or any decision regarding the selection or contract award. Additionally, IDH reserves the right to make any decision subject to conditions which may follow from, amongst others: a complaint of a third party, a ruling by the 'Autoriteit Consument en Markt', an advice from the 'Commissie van Aanbestedingsexperts', a notice or decision by the European Commission, a court judgement, or an instruction by the European Investment Bank (EIB). Also, the decision(s) can be a consequence of any other matter which may influence the feasibility of the project in a negative matter, financially or otherwise.

IDH reserves the right to suspend or annul the tender procedure at any moment in time. (Potential) Applicants cannot claim compensation from IDH, any affiliated persons or entities, in any way, in case any of the afore-mentioned situations occur.

By submitting a Proposal, the Applicant accepts all terms and reservations made in these Terms of Reference, including its annexes and subsequent information and documentation in this tender procedure.

### **13 Annexes**

Annex A: Program-level Theory of Change

Annex B: Workplan template

Annex C: Financial Proposal template

Annex D: IDH Letter of assignment template

Annex E: IDH Terms and Conditions for Services

Annex F: Data Processing Agreement

Annex G: Model Question Form

Annex H: IDH Code of Conduct

Annex I: IDH Safeguarding Policy