Call for Tenders

Connecting Production, Protection & Inclusion Landscapes Program Evaluation

Terms of Reference

3 September 2020

These Terms of Reference describe an assignment for an organization, consultant, or consultant group to conduct the early end-term evaluation of the Connecting Production, Protection & Inclusion Partnership Program between IDH, The Sustainable Trade Initiative, and Norway's International Climate and Forest Initiative (NICFI).

1. Background

1.1 Program timeline and funding

The Production, Protection and Inclusion Partnership Program between IDH, the Sustainable Trade Initiative, and NICFI, Norway's International Climate and Forest Initiative, (hereafter: the Program) has been implemented since July 2017 and will end in December 2021. NICFI has provided a grant of 221,196,320 NOK (approximately 20.8 million EUR) to IDH to implement the Program in different sub-national jurisdictions in Brazil, Liberia, and Indonesia.

The Program was originally planned to end by December 2020, but a no-cost extension was granted by NICFI until December 2021 to provide IDH more time to reach the desired impact. A program evaluation is required by NICFI for internal decision-making on the future of the Program dated for mid-2021 and by IDH to feed into its organization-wide evaluation that must be concluded in the summer of 2021. Hence the evaluation assignment described in these Terms of Reference is an “early end-term” evaluation, as the evaluation will be completed before the end date of the Program.

1.2 Description of the Program’s Theory of Change and intended outcomes

Agricultural supply chains are the entry point of IDH in global commitments to reduce greenhouse gas emissions, caused by deforestation and forest degradation. In these supply chains, farmers and business produce and process, buy and sell commodities linked to tropical deforestation.

A growing number of retailers, manufacturers, processors and traders in the food, fuel and fiber sectors are making public commitments to establish deforestation-free supply chains. However, for these commitments to make a real difference in reducing deforestation and forest degradation, they need to be clearly linked to changes at the production end of the supply chain.

In countries where agricultural commodities are produced, the interests of actors outside the direct influence of supply chain companies are at stake. Local governments are key stakeholders in enabling enforcement of environmental policies and regulation and are simultaneously dependent on the export and tax incomes for commodity production. The livelihoods of local communities are heavily dependent on their share of income from commodity production as well as on environmental degradation caused by unsustainable production practices.

It is at the intersection of global commitments in supply chains and the local (stakeholder) environment, where IDH intervenes with its Production, Protection, and Inclusion Partnership

Program. We aim to translate global supply chain commitments into incentives for local producers, governments, and communities to reduce deforestation and forest degradation by using our

Production, Protection & Inclusion (PPI) approach. This approach aims to secure inclusive, sustainable, deforestation-free production within a defined area (the 'Landscape'), involving various stakeholders as local communities, producers, financiers, investors, supply chain companies, local and national government, and civil society (organizations).
The Program has been implemented in three countries where the production and exportation of commodities is linked to deforestation. In these three countries we focus our interventions on sub-national jurisdictions:

- Brazil: the States of Mato Grosso, Pará, and, since 2020, Maranhão
- Indonesia: the Provinces of Aceh, Jambi, South Sumatra, West Kalimantan, and, since 2020, Papua and West Papua
- Liberia: the West (Grand Cape Mount county), Southeast (Sinoe and Grand Kru counties) and North (Lofa county) landscapes

Government engagement also happens at the national level in these countries.
The Program aims to achieve outcomes in three areas:

1. **Change in business practices:**
    - The establishment of Verified Sourcing Areas (VSAs) for soy, beef, and palm oil. Thereby, linking the sustainable production of these commodities to commitments of buyers from the European and global markets
    - Increased volumes of sustainable soy, palm oil, and tropical timber in the European market
    - Increased investment from companies in landscape-level interventions in the target countries

Public and private investors and supply chain companies up-scale the proof of concept developed in this Program.

2. **Change in landscape governance:**
    - Production, Protection & Inclusion Compacts agreements established in all landscapes. These agreements cement sustainable and inclusive land-use planning and management in binding agreements between public, private, and civil society stakeholders, according to well-defined targets, timelines, roles, and responsibilities
    - Government-owned Green Growth Plans at landscape level (state, province) in production countries, setting targets on sustainable production, inclusion of smallholders and communities, and protection of natural resources (water, forest, soil) and serving as a tool for land-use planning, policies and regulation enforcement
    - Stronger governance for Production, Protection & Inclusion by supporting governments to monitor compliance and enforce the law

3. **Field-level sustainability:**
    - Sustainable commodity production in 460,000 hectares of land
    - The direct conservation of 960,000 hectares of forests and other natural ecosystems
    - The indirect conservation of over 5 million ha

- The restoration of 40,000 hectares of high conservation value (HCV) forests and high carbon stock (HCS) forests and peatland
- Including 23,000 farmers, rural and forest-community members in both the production and protection activities, contributing to improving their livelihoods

1.3 Program history and link with the &Green Fund and other IDH Programs

The partnership between IDH and NICFI can be divided into two phases where the Program under evaluation constitutes the second phase of the collaboration.

The first phase of the IDH-NICFI Partnership (Jan 2016 - June 2017) resulted in the convening of multi-stakeholder coalitions in seven landscapes in Brazil, Indonesia and Liberia; the development of an investment pipeline; and the incorporation and public announcement during the 2017 Davos World Economic Forum of a global fund for production, protection, and inclusion (now known as the &Green Fund: www.andgreen.fund), which has been set-up to become a key vehicle for investing in the landscapes. The &Green Fund has been incorporated as a legal entity separate from IDH, as its independence is key for its effectiveness and investor confidence. NICFI contributes to the &Green Fund separately from this second phase of the NICFI-IDH partnership program. Through the IDH-NICFI Partnership Program, IDH continuously supports &Green Fund by sharing investment leads from its intervention landscapes, preparing jurisdictions to become eligible for investment, and since 2020, providing pre- and post-investment Technical Assistance to (potential) investees of the &Green Fund. Further, it is important to note that, during the 2014-2020 period, the landscapes West Kalimantan in Indonesia and Mato Grosso in Brazil have, in addition to the IDH-NICFI Partnership Program, received funding for staff, research, and field-level projects by the Initiative for Sustainable Landscapes (ISLA) funded by the Dutch Ministry of Foreign Affairs. The ISLA-funded projects in the above-mentioned landscapes should be part of the evaluation described in these Terms of Reference because there will not be a separate ISLA evaluation in these countries. In Brazil and Indonesia, the ISLA program follows the same Theory of Change and approach as the IDH-NICFI partnership program.

2. Overall evaluation objective

The overall objective of the end-term evaluation is to measure the outcome level achievements of the Program in the landscapes where it was implemented as well as 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.
Meeting this objective will entail the:

- Assessment of the available evidence for landscapes under the PPI Landscapes Program logical framework, including geodata on forest and land use change
- Design and implementation of data collection and verification based on interviews, surveys, and GIS-data analysis (where possible and relevant) to fill in the identified evidence gaps, ensuring representativeness of all landscapes in the result
- Design and implementation of landscape case studies for proof of concept and to fill in the identified evidence gaps
- Assessment and clear formulation of IDH contributions to outcome and (where applicable) impact changes at the program level

The Program's Theory of Change, which was included in the Program Application to NICFI, is presented in Annex 1.

3. Geographical scope

The PPI Landscapes Program is being implemented at different (geo-political) scales:

- national or federal level
- first-level administrative divisions (state, province, counties)
- second-level administrative divisions (municipality, regency, districts)
- project level

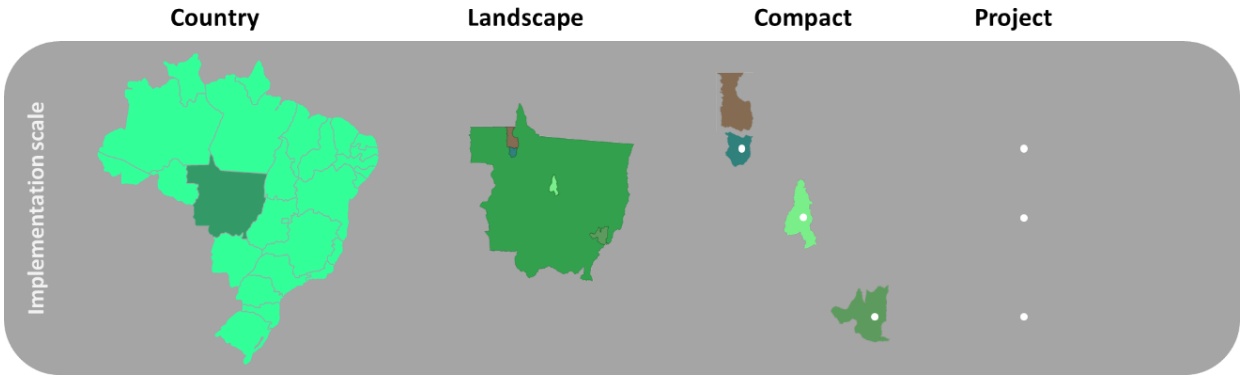


Figure 1. Geographical scales of implementation of the PPI Landscapes Program. At landscape scale there is a Green Growth Plan (including targets and monitoring), a land-use plan is developed, and a multi-stakeholder governance coalition is convened. At compact scale there is a formal agreement based on the building blocks of the Green Growth strategy matched to the needs and priorities of production, protection, and inclusion of the jurisdiction.

At the **country** level, convening around and influencing of national-level platforms and policies takes place.

At **landscape** level, first-level administrative divisions (States in Brazil, Provinces in Indonesia, Counties in Liberia), Green Growth Plans are developed and regional-level policies are targeted.
The main scale of implementation is the PPI **compact**: in most countries, compacts are developed at a second-level administrative division. This is a regency (*kabupaten*) in Indonesia, a municipality in Brazil, and a district in Liberia.

Within the PPI Compacts, IDH supports the design of and co-finances field-level **projects** with private sector companies that are either producing in or sourcing from the PPI Compact area and other organizations (NGOs, consultants).

An overview of the countries and landscapes where the PPI Landscapes Program is being implemented is presented on Table 1.

Table 1. Overview of Landscape, Compacts, Projects location where the Program is being implemented

Country	Landscape (publication date of landscape-level Green Growth Plan)	PPI Compact (date Compact was established)	Number of field-level projects within the PPI Compact (start date before 2020)
Brazil	Mato Grosso State (PCI roadmap 2017)	*Juruena municipality and Contriguaçu municipality (2018)*	*2*
		Sorriso municipality (2019)	*2*
		Barra do Garças municipality (2019)	*0*
		Outside compact areas (ISLA Program)	*2*
	Pará State (NA)	*Paragominas municipality (2019)*	*0*
Indonesia	Aceh Province (2020 exp.)	*Tamiang regency (2019)*	*0*
	West Kalimantan Province (2018)	*Ketapang regency (2019)*	*2*
		Kubu Raya regency (2020)	*3*
		Outside compact areas (ISLA Program)	*1*
	South Sumatra Province (2017)	*Musi Banyuasin regency (2020 exp.)*	*2*
	Jambi Province (2018)	*Tebo regency (2020 exp.)*	*1*
	Papua and West Papua Provinces (2020)	*Nabire regency (2020 exp.)*	*0*
Liberia[1]	Sinoe County (2020)	*Kpanyan District (2019-2020 exp.)*	*2*
		Wedcarba District (2020-2021 exp.)	
		Jeadabo District (2020-2021 exp.)	
	Lofa County (2019)	*Foya district (2019-2020 exp.)*	*6*
		Kolahun district (2020 exp.)	
		Vahun district (2020 exp.)	

4. Key evaluation questions

The design of the evaluation should address key questions based on the OECD-DAC evaluation criteria on relevance, coherence, effectiveness, efficiency, impact, and sustainability.

4.1 Relevance

R1. To what extent does the Program strategy/Theory of Change reflect evidence or experience from similar initiatives or interventions?

R2. Is the Program structure in each country and landscape effectively designed to address the key agri-commodity production and environmental protection needs and priorities of the landscape?

[1] PPI Compact development in the Districts in Liberia follow the same steps: first, a participatory land-use plan is developed; this is followed by customary land formalization planning; the third step is the PPI Compact agreement between local stakeholders.

4.2 Coherence

C1. To what extent has IDH been able to contribute to better cooperation and alignment between stakeholders in the intervention landscapes and in the related commodity sectors and markets, and to what extent has this allowed progress towards forest and peatland protection?

4.3 Effectiveness

Overall question

ES1. To what extent is the Program achieving the intended outputs and outcomes in the short, medium, and long term?

Specific questions:

Landscape governance

ES2. To what extent are the Green Growth Plans, PPI Compacts, and related policy development and policy implementation interventions contributing towards sustainable governance of natural resources in the targeted landscapes?

Private sector engagement and investment

ES3. How has IDH's engagement with the private sector in the target landscapes (at both the compact and the landscape level) contributed to changing business models that are integrating the PPI approach?

ES4. To what extent has the Program influenced the private sector's (sourcing) policies and practices, both within and beyond the scope of the Program?

ES5. To what extent has the Program contributed to a more active role of private sector companies in landscape governance platforms such as the PPI Compacts and the Green Growth Plans?

ES6. To what extent has IDH been successful in leveraging additional capital from impact investors (including the &Green Fund) and public finance facilities for the Program's landscapes, Compacts, or projects?

Field-level sustainability

ES7. To what extent have the field-level projects contributed to forest and peatland protection and/or rehabilitation; sustainable agricultural production; and inclusion of smallholders and local communities?

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

Scalability

ES9. To what extent is the nested approach of the Program effective? Are compact level investments an effective way to drive changes in governance (policies and practice) at the landscape and/or national level? And are changes in business practices also applied in areas beyond the Compacts?

4.4 Efficiency

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

EY2. Is there evidence of greater value added by IDH in the activities/projects that have used the most resources?

EY3. To what extent have resources been used efficiently for the management of the Program, looking among others at the funds spent at IDH central level vs. resources spent in the landscapes?

4.5 Impact

I1. To what extent does the available evidence show that the Program is (expected to be) achieving the intended impact at all levels (project, compact, landscape) and what has been IDH's contribution to the observed changes?

4.6 Sustainability

S1. To what extent has IDH helped to set up the landscape governance mechanisms in such a way that their function and funding is likely to be sustained beyond IDH's direct support?

5. Methodological approach

The PPI Landscapes Program end-term evaluation must be theory-of-change-based, considering the OECD-DAC better evaluation criteria questions.

In designing and implementing the evaluation framework, the evaluator must take into consideration the subjects listed in this section.

5.1 Re-construction of PPI Landscapes Program structure per country

As a first step in this end-term program evaluation, the evaluator must map the Program structure (based on the Program's Theory of Change in Annex 1) against the different landscapes, compacts, and the projects implemented therein. This way, the evaluator can provide clear and transparent information on which landscape results inform the achievements in different output and outcome statements, identifying at the same time evidence gaps at landscape and program level.

5.2 Design of evaluation methodology

The evaluator must design a solid evaluation framework that meets the Program's goals, donor requirements. The evaluator is encouraged to incorporate, if possible and relevant, the input of academic experts into the overall evaluation design to ensure objectivity and soundness of methods.

The evaluator is strongly encouraged to use digital tools for data collection. For example, develop and run digital surveys in KoboToolBox. Support from IDH staff can be provided to the evaluator to develop data collection tools in service of the Program evaluation.

5.2.1 Changes in Business Practices

Engagement with private sector partners is key to collect and/or verify data and achievements in the "*Changes in business practices: PPI investments*" result area. Data is available in previous donor reports and through the Results Measurement Framework of IDH.
Surveys or questionnaires, if deployed as data collection or verification method, must be standardised and validated to insure consistency. Again: digital tools are strongly encouraged.

5.2.2 Improved Landscape Governance

To measure the outcome results in *improved governance to enable and enforce compliance* and *enabling policies and laws*, the evaluator should use a methodology such as the "Framework for Assessing and Monitoring Forest Governance" published by FAO and PROFOR. This framework has already standardized indicators and surveys; measurement protocols and guidelines developed[2]. Using this framework will allow to perform standardized protocol to assess good landscape

[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

governance and provide the methodological bases (and digital tools) for continuous monitoring towards the end-term program evaluation.

5.2.3 Field-level sustainability

Baseline assessments of forest and land use change (using spatially explicit data) are available for most landscapes, Compacts, and projects. For some of the more advanced Compacts and projects, mid-term studies or case studies are available. The baselines and relevant studies, and the geodata used therein, will be made available to the evaluator for additional comparisons or analyses relevant for the Program evaluation. We also encourage to use publicly accessible resources of forest and land use-land cover change data such as Global Forest Watch and PRODES and Mapbiomas (in Brazil). Evaluator is expected to have internal capacity to process and analyse geodata or to subcontract it, depending on needs and priorities.

In case the evaluator proposes to collect additional data at farm-level as part of the Landscape Case Studies (see 5.6 below), please note that data collection tools at farm level are being developed at IDH. The evaluator will be supported by internal staff of IDH to connect with our primary data collection partner in designing and deploying farm-level surveys to collect or verify data or evidence on income, land tenure, service delivery, adoption of sustainable production practices, and farmer livelihood proxy indicators developed by the evaluator.

5.3 Program staff engagement

The evaluator is expected to conduct interviews with Program staff in the different landscapes before evidence review to contextualize the evidence available against the PPI Landscapes Program Theory of Change and gain better understanding of IDH's role and contribution in the changes observed.

Similarly, the evaluator should conduct staff interviews after preliminary results are released to validate assumptions made and the interpretation of findings.

5.4 Assessment of IDH evidence documents and M&E data

For all the Program's landscapes, IDH has collected data and information from two main sources: project-level reports and studies; IDH's reports to donors.
After the PPI Landscapes Program structure mapping, the evaluator must review, synthesize, and score evidence from the different sources and allocate them to the relevant result statement in the Theory of Change.

- Based on the program structure and project mapping, review Program evidence documents to prove program results are mapped against the Outcome and Impact statements in the Theory of Change
- Document how each piece of evidence is considered or discarded and the extent of its contribution towards a given statement in the Theory of Change
- The previous step includes implementing a clear and solid methodology for "scoring" pieces of evidence according to their quality and objectivity
- Analyze results of IDH key performance indicators from the RMF used by the Program landscapes during the implementation up to early end-term
- Validate findings from the 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(s) at Outcome level, based on which the evaluator is expected to design data a collection or verification plan

5.5 Conduct stakeholder interviews

The evaluator is expected to conduct interviews with relevant external informants (IDH staff excluded) to validate the evidence provided by the Program/IDH and that was obtained through sources such as primary data collection. The interviewee list should include relevant experts and stakeholders from different sectors (public, private, civil society organizations, academics) in order to ensure that independent parties are proportionally represented.

5.6 Landscape case studies

Design of landscape case studies should consider sound approach to the nested design of the Program as well as methodologies to account for confounding factors and compare with counterfactuals or control conditions such as Before-After-Control[3].

The choice of control areas should consider the nested nature of the program implementation (see figure 1), seeking to address the additionality in the Landscape-Compact-Project approach.

Case studies, landscapes, PPI compacts, and projects within the first year of implementation (start date January 2020 or later) should be excluded from this early end-term evaluation.

6. Expected deliverables

The evaluator shall produce the following deliverables by 31 March 2021.
The final deliverables include:

- 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, impact, and sustainability of the 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.
    - A chapter on methodological approach explaining the evaluation design and how it addresses requirements outlined in these Terms of Reference and from donor and/or steering committee feedback. Here, the evaluation framework in format of a Theory of Change or logical framework must be presented
    - 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 PPI Landscapes Program logical framework:
        - Changes in business practices
        - Improved governance

[3] See, for example, the study by Bos, Astrid B., et al. "Comparing methods for assessing the effectiveness of subnational REDD+ initiatives." *Environmental Research Letters* 12.7 (2017): 074007.

- Improved field-level sustainability

- Annexes to the Evaluation report, including:
  - The Program structure per landscape, outlining the size of population reached through the projects as well as the geographic scope of projects
  - 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 Theory of Change
  - 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

7. Duration of assignment

- The assignment is expected to take place between October 16th, 2020 and March 31st, 2021.
- Preparation work will take place up until November 1st, 2020 with design of the methodology reviewed and approved the IDH steering committee.
- Program evidence collection and review, together with program staff interview, starts in November 2020, and last till February 2021.

8. Evaluator profile

The selected evaluator, team or organization will be composed of experts with following skills:

- Experienced and qualified (research) staff knowledgeable of topics related to landscape approaches: forest governance, private sector engagement, agricultural supply chains
- Expertise in Monitoring & Evaluation, contribution or attribution research, and program evaluations
- Experience in handling medium-size, multi-country program evaluations
- Expertise in both qualitative and quantitative research methods
- Expertise in processing and analysing geodata
- Team includes local researchers based in Brazil, Liberia, and Indonesia to conduct research, surveys, data collection and data verification in the local language.

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

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 may 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 Liberia, Brazil, or Indonesia because a substantial share of the Program's evidence is available in Portuguese and Bahasa Indonesia. Both issues must be considered and incorporated into the methodological approach and work plan described in the proposal.

9. 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 these Terms of Reference, 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 X, "Methodological approach". Proof that the evaluator has knowledge on or have familiarized themselves with the content in the references mentioned in throughout these Terms of Reference.
- **Work plan**: Planning of activities, milestones and (intermediary) deliverables of the assignment
- **Evaluation team:** presentation of team and/or consortium, 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:** We estimate the budget proposal to be within a range of 150,000 to 200,000 EUR excluding VAT. Factors determining the estimated budget range is the multi-country character of the evaluation – requiring country-specific expertise, the complexity of the Program Theory of Change and its nested implementation approach, the requirement for some additional (primary) data collection to fill evidence gaps, although this is expected to be limited in scope. No international travel and accommodation are expected due to the COVID-19 pandemic.

10. Selection of the proposal

The proposals will be evaluated by the IDH steering committee based on the following criteria:

Component	Criteria	
Content	1.	The proposal is clear in terms of objectives and approach
	2.	The proposed approach and work plan are appropriate to achieve the expected results
	3.	Appropriate tools and methods for the assessment are proposed
	4.	The proposal is realistic in its approach and objectives
	5.	The proposed budget is clear, realistic, and affordable
	6.	The proposed timelines are realistic to be achieved by the evaluator
	7.	The proposal takes sufficient account of the expected challenges
	8.	The candidate presents a credible approach considering the impact of COVID-19 on travel, in team composition, and methodology
Organization, consultant, or consultant	9.	The candidate understands the expected results of the study
	10.	The candidate is independent and recognized as credible

group	11.	The candidate has proven knowledge evaluating landscape approaches
	12.	The candidate has already carried out a similar evaluation within the last five years
	13.	The evaluation team presented covers the skills as listed in the Evaluator Profile section

The highest or lowest cost bidder may not necessarily be awarded this assignment. Nonetheless, overall cost and best value for the budget will be strongly considered. IDH is under no obligation to make an assignment award decision or to conclude a contract with any participant as a result of the call for proposals.

Grounds for exclusion

1. 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 Indonesia, Brazil or Liberia, because this may lead to a conflict of interest having consultants evaluating their own work.
   b) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations
   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 **October 2nd, 2020 by 18:00 CEST**, to:

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

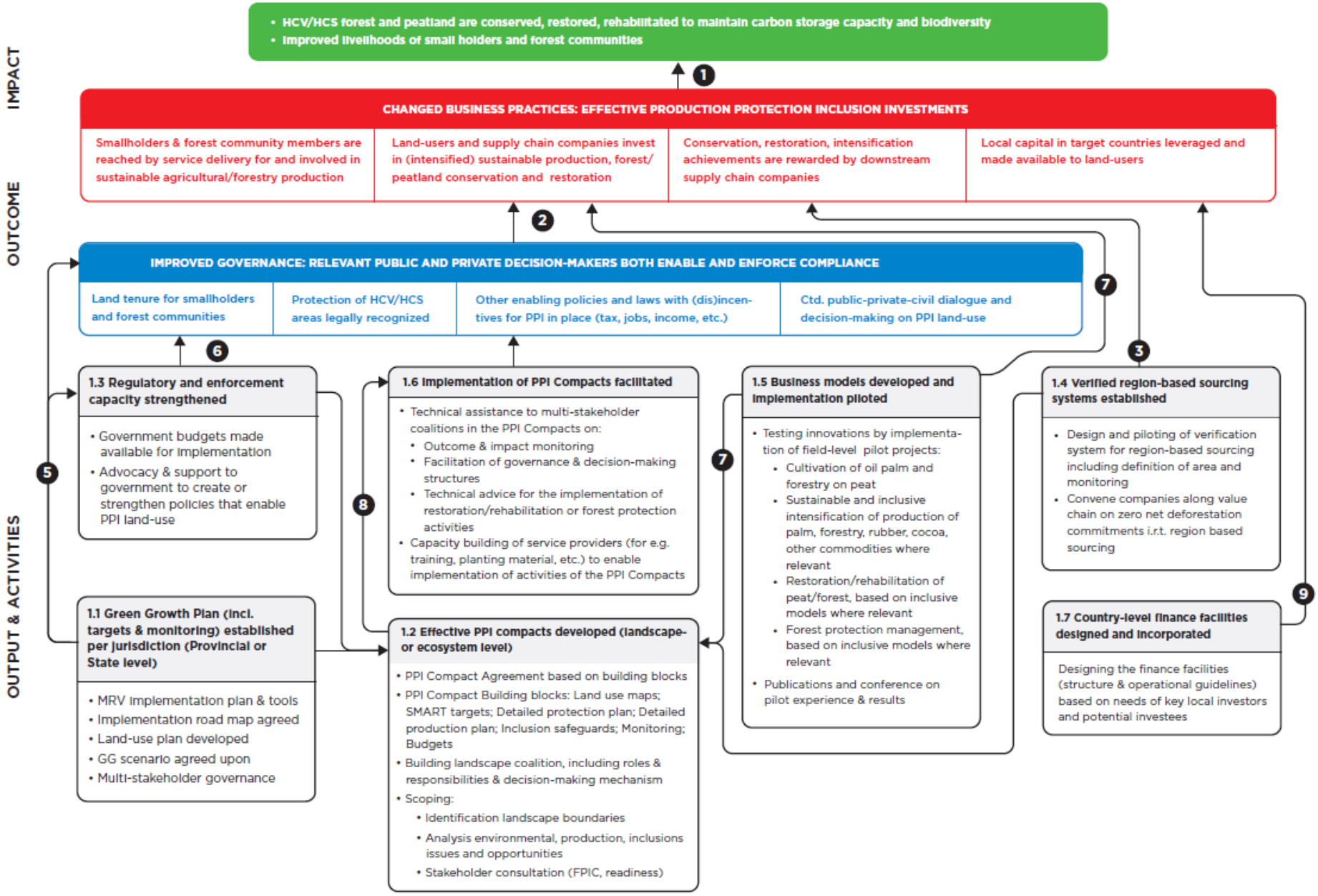
For any clarifying questions regarding this Terms of Reference or on the submission of your proposal, kindly send an email to Claudia Schlangen, Sr Manager Program Operations, schlangen@idhtrade.org

12. Tender timeline

Activity	Timeline
Terms of reference published	September 3rd, 2020
Deadline for submission of the proposals*	October 2nd, 2020
Evaluation and selection of the proposals	October 9th, 2020
Awarding of contract to successful consultant	October 14th, 2020
Inception meeting	October 16th, 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.

Annex 1: Theory of Change of the IDH-NICFI Partnership Program