

TERMS OF REFERENCE FOR CORPORATE PORTFOLIO EVALUATION (MIDLINE & ENDLINE)

(FUNDING PERIOD 2021-2025)

May 1st, 2023



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TENDER GUIDELINES FOR CORPORATE PORTFOLIO EVALUATION (MIDLINE & ENDLINE) IDH

FUNDING PERIOD 2021-2025

Version: 01-05-2023

Stichting IDH's (hereinafter: IDH) mission is built upon three core values: convening, co-financing and learning & innovating. IDH convenes public-private partnerships to jointly set ambitious targets and formulate co-investment plans that unlock scaling of sustainable production & trade to deliver large scale impact on the Sustainable Development Goals.

Based on these Tender Guidelines, IDH aims to select a consultant to perform a corporate portfolio mid-line evaluation for the funding period 2021-2025 to be executed before June 2024 and later extended with an end-line evaluation to be conducted end 2025-beginning 2026 (the detailed Terms of Reference (ToR) for the end-line to be formulated later). IDH is tendering the mid-line and end-line evaluation simultaneously for reasons of continuity and having the same evaluation and learning partner for the entire trajectory. These guidelines explain the purpose, scope, key audiences, etc of the proposed mid-line.

This tender procedure is subject to Dutch Procurement Law 2012 and more specifically to the provision regarding the open tender procedure (article 2.26 Aw). This tender procedure consists of one single phase after which the Contract will be awarded.

These Tender Guidelines cover the entire tender procedure. Chapters 3 to 5 of these Tender Guidelines provide more in-depth information about the tender procedure conditions and timeline. If there are any questions regarding these Tender Guidelines, they can be submitted in accordance with Paragraph 5.1 of these Tender Guidelines.

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the Tender Guidelines, 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 exclude an Applicant from the tender procedure in the event of a possible and/or suspected risk of distorted competition and/or in the event the level playing field between Applicants may be compromised.

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 Tender Guidelines, including its annexes and subsequent information and documentation in this tender procedure.

The application should be transmitted via TenderNed or via email at tender@idhtrade.org making reference in the Subject to IDH Corporate Portfolio Evaluation 2021 – 2025 tender.

Definitions

Agreement	The agreement to be signed upon awarding of the Contract, also referred to as Framework Agreement, core elements of which are described in Chapter 5.4 of these Tender Guidelines
Applicant	Any undertaking, company or organization that has requested to participate in this tender procedure by submitting questions and/or a Proposal in response to and in accordance with these Tender Guidelines
Assignment	The assignment as described in Chapter 3 of these Tender Guidelines
Contract	The object of this tender procedure, as described in Chapter 5.4 of these Tender Guidelines.
Consultant	The Applicant who has been awarded the Contract by IDH, based on the economically most advantageous offer
Tender Assessment Criteria	The criteria for the purpose of assessment and selection, as stipulated in Chapter 5 of these Tender Guidelines
Grounds for Exclusion	As described in Chapter 4.3 of these Tender Guidelines
IDH	Stichting IDH, the contracting authority
Information Notice	This refers to the responses by IDH to the questions asked in accordance with Paragraph 5.1.
Proposal	An offer submitted by the Applicant to IDH in response to these Tender Guidelines
Tender Guidelines or Terms of Reference (ToR)	Guidelines with information to the object of the tender regarding the tender and award procedure.
Tender documents	The set of documents that will be handed in, the Technical Proposal, the Financial Proposal and all its annexes, by the Applicant in the Tender Phase
UEA-Form	'Uniform Europees Aanbestedingsformulier'-form - this is the European standard form that is used in the Netherlands for tender procedures. The UEA is an own statement from the Applicant about the financial condition, ability, and suitability of a company for the tender procedure.

List of Acronyms

BRISCO	British Sustainable Cocoa Program
CIC	Community of Interest for Coffee Switzerland
DISCO	Dutch Initiative on Sustainable Cocoa
GCP	Global Coffee Platform
ICO	International Coffee Organization
INSTEP	IN Sustainable Textile and Apparel Parks
LABS	Life And Building Safety Initiative
PPI	Production, Protection and Inclusion approach

Terms of Reference
for the IDH Corporate Portfolio Midline Evaluation
(Multi Year Plan 2021-2025)

***Catalysing Private Sector Solutions for the Sustainable Development Goals -
Addressing climate change and inequalities through public-private action***

1. Introduction

IDH corporate Monitoring & Evaluation (M&E) unit is commissioning an external evaluation to examine IDH's approach to transforming sectors and landscapes towards sustainable, inclusive, and resilient growth as described in the Multi Year Plan 2021-25 and the related Corporate Theory of Change. The evaluation is scheduled for implementation beginning in mid-2023. This document outlines the scope of the evaluation, methodological options, and operational modalities for Consultant that will conduct the evaluation. The Consultant will be guided by the head of the corporate M&E team and have significant interaction with an Evaluation Advisory Committee which will be engaged in the evaluation process throughout. The corporate M&E unit is looking for an independent Consultant with deep commitment and strong track-record in evaluation and relevant subject matter to undertake the evaluation which has important implications for IDH's future work and partnerships in sustainable sector transformations.

2. Background of the evaluation

This evaluation comes at a time when there is widespread recognition that the goal of better incomes, jobs, environment, and gender equality cannot be achieved without stronger market systems. Moreover, IDH has gained the understanding that to create lasting impacts at scale for those impact themes, system changes are needed that require transformative changes in three result areas: improved sector governance, improved business practices and proven business cases for field and workplace level innovations. Multi-stakeholder partnerships, collection of data and generating insights for informed decision making and providing the access to co-funding are considered key components to achieve transformative changes.

2.1 IDH and sustainable market transformation towards Better Incomes, Better Jobs, Better Environment including Gender Equality as cross cutting goal – the big picture vision and goal.

Roles of IDH

Figure 1 on the next page gives a high-level summary of the roles that IDH plays, and it clarifies how IDH operates both locally, regionally, and internationally. IDH operates across all quadrants; it combines co-funding and investment 'delivery' roles (left) with convening and brokering 'influencing' roles (right). Most IDH projects are designed to work across the horizontal axis and

combine delivery and influencing modes, which is a source of great strength. Field work is a source of insights and innovation that can be scaled up to national and international level. The vertical connections and synergies are the hardest to achieve but create the biggest scaling/cascade impact. For example, pursuing living income commitments to change income for farmers.

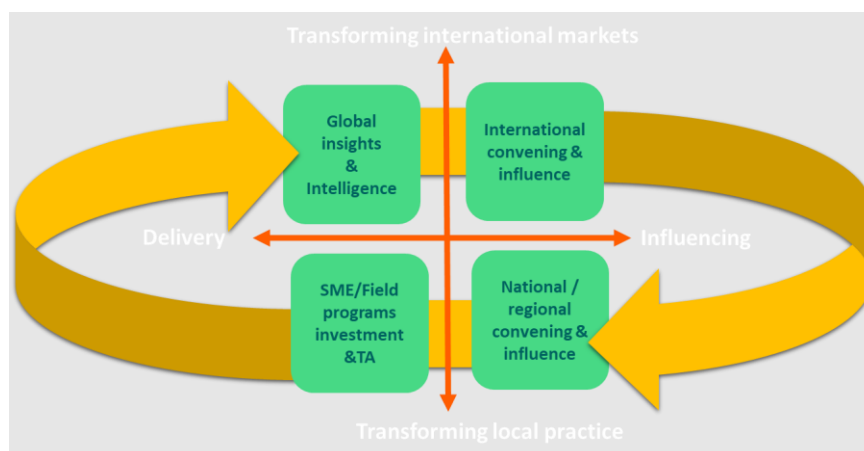


Figure 1 Reinforcing loops driving systems change

IDH pathways of change

IDH uses public funds to leverage: a) private sector investments to test, adapt or scale innovative business solutions; b) de-risking of investments supported by advice on how to design and combine multiple sources of finance (blended finance); c) strategic advice; d) networks and reputation as neutral convenor; e) data and intelligence derived from field level and workplace innovations testing. IDH can leverage those public funds through value propositions that include local and global convening of partnerships, promoting learning and innovation via delivering innovative business cases and lastly by co-investing with other key stakeholders (both private and public). IDH assumes that transformative change can happen on basis of adjustments in three result areas: improved business practices, improved sector governance and proven business case for field level innovations. Combined improvements in these three result areas will lead to societal impacts in terms of Better Jobs, Better Incomes and Better Environment with Gender Equality being integrated in all three impact themes via private sector actors adopting the improved practices and bringing them to scale. With programs achieving these impacts the IDH portfolio makes a meaningful contribution to overall market transformation and SDGs (Sustainable Development Goals).

2.2 Corporate Theory of Change

It is the vision of IDH for the private sector to contribute to the Sustainable Development Goals and the targets set in the Paris Climate Agreement on basis of inclusive and sustainable trade by driving systemic sector transformation towards Better Jobs, Better Incomes, Better Environment and Gender Equality integrated in each of the three impact areas (see figure 2 below). IDH aims to do this by improving sector governance, business practices and implementing landscape / field level innovation projects by bringing all parties to the table, designing a fertile collaboration between market, State, and civil society, to enhance the appetite of private sector to invest, adjust its way of conducting business and bring improved practices to scale.

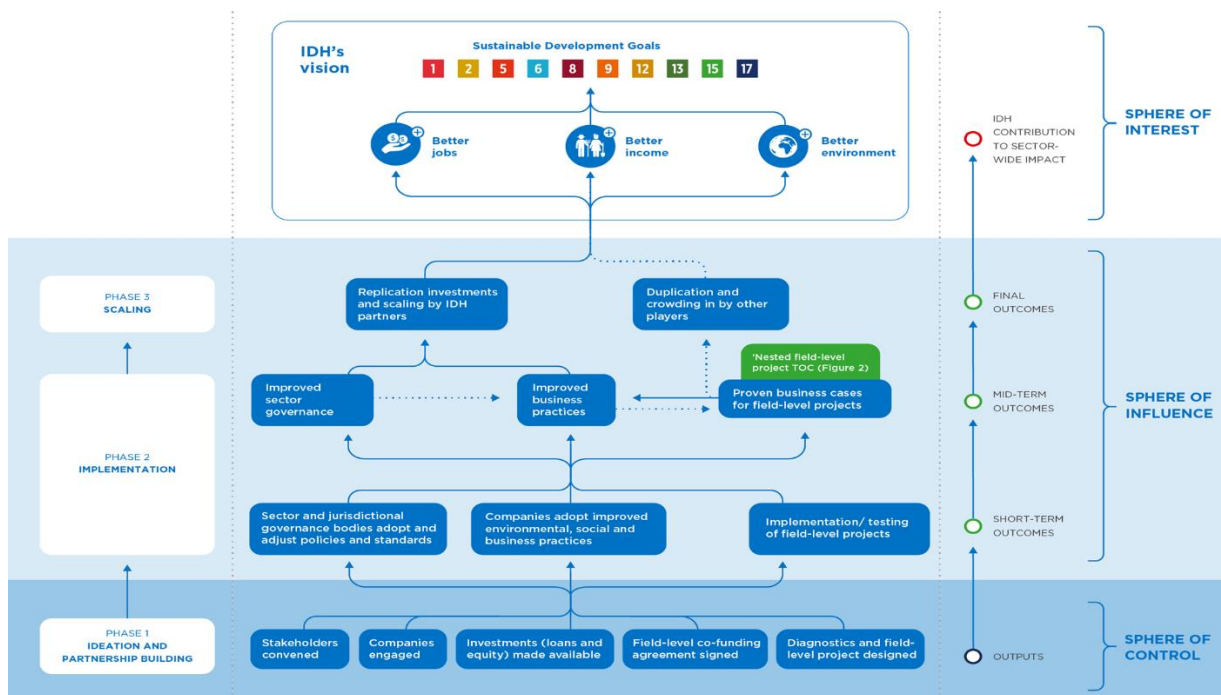


Figure 2 High level corporate theory of change diagram

Figures 6 and 7 in Annex 1 give a more detailed schematic overview of the causal pathways of change for the IDH theory of change.

2.3 IDH program portfolio structure

IDH manages its program portfolio via a structure that consists of five Business Units and an independent Farmfit Fund (see figure 3 below)¹. Four Business Units oversee several program clusters that each have their own theory of change which has provided the basis and is aligned with the corporate theory of change. The fifth BU – Innovation & Insights – operates across the programs of the portfolio and leads the development of innovative models, data driven approaches and learning and dissemination. Farmfit fund is a cross-cutting financial instrument which is especially focussing on the upscaling and acceleration of proven business cases. The Farmfit fund will fall outside the scope of the proposed portfolio mid-line and end-evaluation and will have its own evaluation scheme.

¹ In 2023 some restructuring of the portfolio took place whereby the Business Unit Food Crops and Ingredients was re-named into Business Unit Value Chain Transformation and whereby the program cluster of Sector Initiatives was moved from FC&I / VCT to the Business Unit Sector Initiatives.

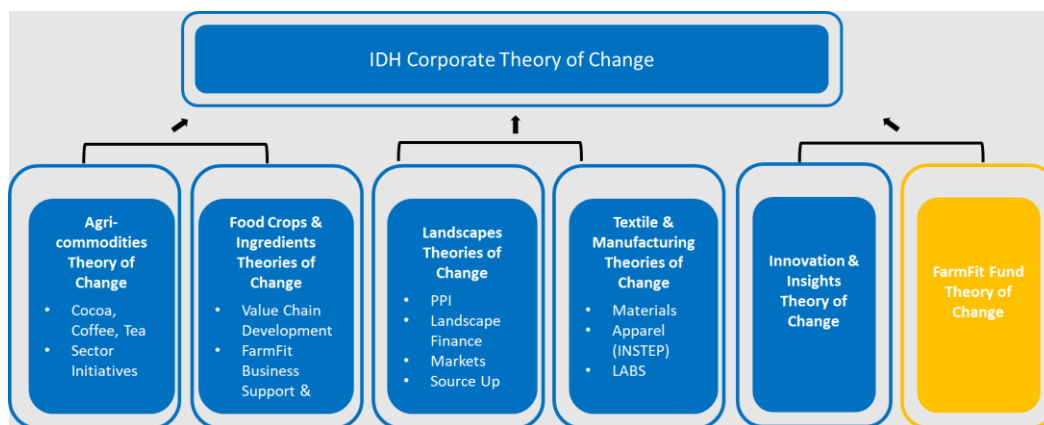


Figure 3 Structure of IDH business units and program clusters

3. Assignment

IDH seeks a Consultant to conduct an external mid-line corporate portfolio examining IDH’s approach and results to transforming markets and landscapes as described in the Multi Year Plan 2021-25 and Corporate Theory of Change.

3.1 Purpose, audience and objectives of this mid-line portfolio evaluation

The consultant will assess IDH monitoring data, third party program evaluations and relevant documentation (including progress trackers and other evidence pieces) and conduct primary data collection (e.g. key informant interviews, sector survey, etc) to deliver (see section 3.4 for details: a) a draft and final inception report; b) a draft evaluation report with preliminary findings, and final evaluation report and c) at minimum one learning session.

Purpose

The proposed portfolio midline evaluation is intended to serve multiple purposes. The primary purpose of the evaluation is to assess the degree to which IDH programming is on track to meet goals and objectives of the MYP 2021-2025. This contributes to IDH’s organisational accountability to institutional, program donors and partners. Note that for the endline evaluation in 2025-26 the consultant will prepare a new outline and evaluation framework in close collaboration with the commissioner and IDH’s institutional donors.

A secondary purpose is contributing to learning by generating credible evidence on the requirements for successful implementation of IDH approaches and contributing to effective organizational responses in the coming years. This is a learning objective for the internal audience. This purpose will be met by examining how and to what extent IDH is targeting its investments and programming based on fulfilling multiple roles of mobilising intelligence & tools, convening and co-investing in field level innovations (see diagram on page 4). The targeted key role of IDH as convenor of partnerships contributing to three selected impact themes (Better Jobs, Better Incomes and Better Environment with gender equality as cross sector theme) is an important focus area of this assessment.

Audience

IDH distinguishes between internal and external audiences. Regarding the external audiences the key stakeholders are the core donors (Ministry of Foreign Affairs-DDE of the Netherlands and State Secretariat for Economic Affairs SECO of Switzerland) and the strategic donor(s) – Danish International Development Agency - DANIDA from Denmark, NGOs and private sector. With regards to the internal audiences the following categories are considered priorities: Executive Board, BU directors and program managers, IDH Impact Committee (organisational body informing the Supervisory Board), Business Unit directors and program teams, and the Advisory Committee for the corporate portfolio evaluation.

Main objectives

This mid-line evaluation has several key objectives including the following:

- Evaluate the **relevance, coherence, effectiveness, efficiency, impact and sustainability**² (OECD DAC Criteria) **and scalability** of the program clusters and intervention designs in the light of the corporate theory of change, the specific program or program cluster ToCs and MYP 2021-2025, while accounting for sectoral and context specificity.
- Ensure **accountability** and evaluability. Special attention should be paid to areas that were only partially captured in previous corporate evaluations such as the effectiveness of partnerships and IDH's role of neutral convenor.
- Assess **additionality** of IDH investments in private sector development as well as the extent to which the 'do-no-harm' principles are applied and **unintended effects** and outcomes have been monitored (and possibly occurred)
- Conduct an **organisational performance assessment** to assess IDH's effectiveness (mission fulfilment), efficiency (accuracy, timeliness and value of service and program delivery), ongoing relevance (the extent to which an organization adapts to changing conditions and its environment), and financial viability.
- Identify areas of learning and recommendations for improvement

Place of work

The Consultant is expected to carry out this work in close collaboration with the IDH teams based in Utrecht, the Netherlands. This may include joint working sessions either at the IDH office in Utrecht or another location in the Netherlands, if preferable by IDH and the Consultant.

The Consultant is required to dedicate a continuous availability of agreed capacity and resources to the Assignment. IDH has the preference to work with the same assigned team members of the Consultant throughout the Assignment, but equally important is the availability of additional competent and skilled resources to hand- and takeover responsibilities in case of need from the assigned team.

² Sustainability defined as "The extent to which the net benefits of the intervention continue, or are likely to continue"

3.2 Scope of portfolio evaluation

Portfolio scope and selected deep-dive case studies.

The evaluator will assess progress and learnings of the entire portfolio of IDH consisting of 11 program clusters (containing a total of 60 programs) on basis of evaluation questions related to the OECD-DAC criteria (see below). Existing evidence pieces such as monitoring data and program evaluations will be available for that. On top of this overall portfolio assessment, the evaluator will need to conduct deep-dive case studies of the following proposed programs and program clusters which have been selected on basis of a number of criteria including: **coverage of IDH impact themes** including gender equality, **geographical representativeness** of Asia, Africa and Latin America, good illustration of **combined interventions in each of the three result areas** (sector governance, business practices and field level innovations) and the **opportunity to learn from our approach and positioning** with multiple roles that IDH plays as co-funder, convenor (national and international) and mobiliser of tools, intelligence and insights (figure 1) and finally **link with funding of institutional donors** of programming. The final selection of deep-dive studies is to be confirmed during the inception phase. The following table shows the proposed deep-dive cases (with links to additional information on the website pages):

Program Cluster	Impact theme(s)	Geography	Link to info
Cocoa	Better Income	Cote d' Ivoire, Netherlands, Belgium	https://www.idhsustainabletrade.com/sectors/cocoa/
VCD	Better Income	Nigeria	https://www.idhsustainabletrade.com/value-chain-development/in-action-projects/
LABS	Better Jobs	Vietnam, Cambodia	https://labsinitiative.com/ https://www.idhsustainabletrade.com/news/life-and-building-safety-labs-initiative-launch-in-cambodia/
Living Wage Road Map, SIFAV	Better Jobs – living wages	Costa Rica, Netherlands, Belgium, UK	https://www.idhsustainabletrade.com/living-wage-platform/
Tea – Women Safety Accelerator Fund	Better Jobs – gender-based violence	India	https://www.idhsustainabletrade.com/wsaf/ https://trustea.org/about-trustea/
Landscape Mato Grosso	Better Environment – beef deforestation	Brazil	https://www.idhsustainabletrade.com/landscapes/mato-grosso-brazil/ https://idhlatam.com/
Landscape Vietnam	Better Environment – coffee	Vietnam	https://www.idhsustainabletrade.com/landscapes/ https://www.idhsustainabletrade.com/landscapes/central-highlands-vietnam/

Landscape India	Better Environment - Regenerative Production Landscape	India	https://www.idhsustainabletrade.com/regenerative-production-landscape-collaborative/ https://www.laudesfoundation.org/latest/news/2022/compact-landscape
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Table 1 Proposed deep-dive case studies

Thematic scope

The evaluation needs to zoom in on two levels that are reflected in the corporate theory of change. Firstly, this includes the IDH contribution to the three impact themes (Better Jobs, Better Incomes and Better Environment) with gender equality as cross-cutting impact theme. The evaluation needs to analyse how equity and gender equality mainstreaming principles have been included in the IDH organisation and strategy, the intervention designs and how results have been achieved. Secondly, the evaluation needs to zoom in on the three result areas (sector governance, business practices, and proven business cases for field level innovations) and the extent to which improvements in these result areas have started to materialize in systems changes (via institutionalisation, upscaling, crowding in and response processes).

Chronological scope

The corporate baseline evaluation relates to the new funding cycle of the IDH core-donors which covers the period 2021-2025. This midline evaluation will consequently cover the period 1st of January 2021 until June 30th 2023. Endline evaluation: Jan 1st, 2021, until 31st December 2025

Geographical scope

IDH operates in 43 countries including geographies of primary production as well as end-markets. Figure 4 below gives the total picture as presented in the annual report 2021. The geographical scope of evaluation will depend on the final selection of deepdive case studies to be confirmed in the inception phase. In annex 2 and overview is given of the total number of programs that are being executed in these geographies with an indication of the main impact themes to which they contribute.

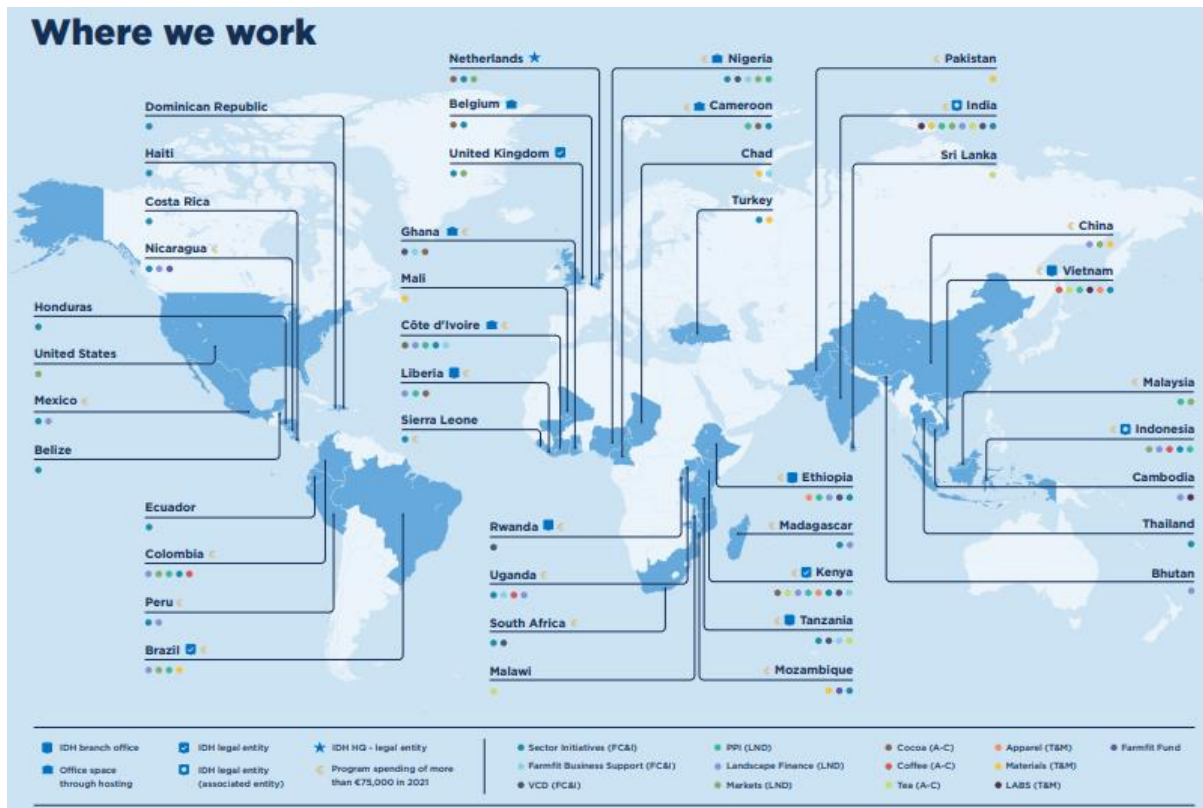


Figure 4 Geographical presence of IDH activities

3.3 Key Evaluation questions (main and sub-questions) and OECD-DAC criteria

The evaluation questions presented below are formulated using the key evaluation criteria of relevance, coherence, effectiveness, efficiency, equality, and sustainability and scalability. They should be considered as an indicative set of key evaluation questions to be confirmed and further sharpened during the inception phase.

RELEVANCE/COHERENCE

- FIT:** How relevant are IDH market- and landscape transformation strategies, plans and actions within the wider partner landscape for private sector development and improvement in sector governance specifically with regards to impact themes of Better Jobs, Better Incomes, Better Environment and Gender Equality in the specific program cluster and field level contexts that are being evaluated? How coherent are the interventions carried out by different business units within IDH and how consistent are IDH intervention with other actors' interventions in the same context?
- Partnership strategy:** How adequate is IDH's engagement with governments and coordination with other partners (at various levels) to focus and prioritize its work in the area of Better Income, Better Jobs, Better Environment and Gender Equality? What partnership modalities have been most effective? Specifically for the institutional donor partnerships: what have been complementarities/synergies of IDH activities with (ongoing and planned) institutional donor programs – in particular with operational activities in selected partner countries.

- **Program strategy:** How relevant are IDH country program strategies and interventions to strengthen market systems and contribute to the long-term goals.)? How well is IDH strategy documented and implemented in the projects? To what extent have beneficiaries been involved in the development of this?
- **Needs based:** To what extent do IDH-supported activities reflect country specific need and priorities? Has due account been taken of the specific needs and challenges of fragile and emergency contexts, where relevant?
- **Complementarity:** To what extent do different programs, interventions and roles complement each other to work on IDH's impact agenda. What synergies are created across different units?
- To what extent does IDH assess and **secure additionality** of its co-investments?

EFFECTIVENESS and EFFICIENCY:

- **Effectiveness:** Have IDH's program clusters achieved, or are they expected to achieve, their objectives at output and outcome levels? How effective have IDH data solutions (road maps), and analysis been in driving adoption and behavioural changes in business practices and sector governance? How effective has IDH been in mobilization of private sector financial resources?
- **Key factors:** What are the key factors and conditions associated with program effectiveness? How do those factors and conditions vary across context? What lessons can be drawn for strengthening IDH's strategies and plans? To what extent and how do contextual factors affect (helping and hindering) program effectiveness in IDH's programming?
- **Resource use:** How efficiently does IDH convert its available resources into results at the output and outcome levels? What mechanisms work best in terms of efficiency? How have benefits, costs and risks been distributed between beneficiaries, (financial and implementing) partners, IDH and other stakeholders.
- **Ways of working:** Are systems in place to record learnings? Is IDH building programs upon lessons learned or constantly re-inventing wheels? To what extent has the program contributed to increasing knowledge among stakeholders, informing the decisions made by companies, and designing novel approaches for inclusive business models?

GENDER EQUALITY³:

- **Programming:** To what extent does IDH address (gender) equality concerns in its programming? What methods are used to do so and which have proven effective?
- **Monitoring:** How adequate are monitoring and accountability mechanisms to inform program managers on the effects of programs on gender equality?
- **Advocacy:** To what extent does IDH advocate among partners for an equality-focus in its programming? How effective are these efforts?

³ Gender equality defined as: The concept that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality is a matter of human rights and is considered a precondition for, and indicator of, sustainable people-centred development. IDH has embraced a gender transformative approach which aims to change power relations and addressing the underlying causes of gender inequality. It actively examines, challenges and changes gender norms that currently advantage boys and men over girls and women.

- **Acting:** Does IDH give adequate consideration and act accordingly in regard to equality and gender issues within market systems?

SUSTAINABILITY AND SCALE UP:

- **Design:** To what extent have sustainability⁴ considerations (technical, financial, institutional) been integrated in IDH program design and implementation phases by IDH and its counterparts? How is IDH in the position to ensure and maintain ‘thought leadership’ in a dynamic environment over the long run?
- **Fit:** How adequate is IDH’s approach and contribution with respect to direct support, upstream work, and creation of enabling environments needed for sustainability and scale up (including system/capacity strengthening, building national ownership and national budget allocations)?
- **Scaling:** To what extent does IDH effectively support scale-up of proven business cases for field level innovations (considering context specificity)?
- **Risks:** Are there any risks related to the sustainability of gains achieved in strengthening market systems in various contexts that IDH must address?

MANAGEMENT/OPERATIONS (INSTITUTIONAL CAPACITY, RESOURCE ALLOCATIONS):

- **Resourcing the transformation:** In relation to intervention needs, how well has IDH allocated and managed human and financial resources?
- **Resource allocation:** How are resource allocation decisions made at global and country levels? Were resource allocations for market systems strengthening adequate and well-managed? How adequate is IDH’s internal coordination including integration and convergence of other program components and sectors?
- **Staff capacity:** To what extent is IDH’s staff capacity adequate for providing leadership, advocacy, and technical guidance/support at various levels? What factors drive or constrain effective performance? How is gender equality promoted in the organisation? What needs to be done to address gaps, if any, in staff/institutional capacity for fulfilling the role IDH plays at the field level for strengthening of market systems?

KNOWLEDGE / DATA GENERATION AND USE:

- **Applying the ToC:** To what extent do IDH staff articulate and use theory of change/program logic in framing their programs?
- **Testing:** To what extent are operations or implementation research utilized to test approach or correct course? What factors promote or hinder the use of operations/implementation research to support programming?
- **Evidence generation:** How adequately has IDH monitored and evaluated its contributions to market transformation? To what extent can IDH align resources with expected results? To what extent does the use of data or results of research and evaluation contribute to decision-making at global, regional, country and company levels? How could evidence-based action be strengthened? Are evidence functions adequately resourced?

⁴ Sustainability defined as the extent to which the net benefits of the intervention continue, or are likely to continue.

- **Global evidence:** To what extent has IDH contributed to and make effective use of the global evidence-base on market transformation?

3.4 Expected Deliverables

The Consultant is expected to provide quality services and deliver:

Deliverable 1	Draft Inception Report, including but not limited to: • Portfolio background and problem analysis, program objectives, Theory of Change diagram and narrative, and Results Measurement Framework. • Research design and updated methodology (including detailed outline of the methodology developed by the Consultant) after discussion with IDH team. • Evaluation matrix • Workplan and timeline, including all activities required to produce the requested deliverables and information regarding fieldwork logistics • Data analysis plan Supporting documents as annexes, such as: • Data collection tools draft (e.g. survey questionnaire, Focus Group Discussions or Key Informant Interview guides) ahead of field work
Deliverable 2	Final Inception Report • Following presentation to the IDH Executive Board, receiving feedback from IDH Executive Board and Advisory Committee the Consultant will prepare revised final version of the inception report
Deliverable 3	Draft evaluation report with preliminary findings • The draft evaluation report will – minimally cover the following sections: ○ Preface ○ Reader's guide ○ Executive summary ○ Conclusions & recommendations ○ IDH 2021 –25 approach and plan ○ Introduction to the evaluation & research approach ○ IDH performance against the OECD/DAC Criteria ○ IDH's contribution to results –result areas and impact theme level achievements Supporting documents as annexes, including but not limited to: • Data collection tools • Raw data (databases of survey responses, datasets used for data processing, transcripts of interviews or FGD) • List of stakeholders consulted (i.e respondents & interviewees) • List of references and data sources • Data analysis records and rating system • Validation session on the preliminary findings with IDH evaluation management team and/or beneficiaries and/or donors (optional for baseline and midterm evaluations)

Deliverable 4	Final Evaluation Report , including the following annexes: • Following presentation to the IDH Executive Board, receiving feedback from the IDH Executive Board and Advisory Committee the Consultant will prepare revised definitive version of the evaluation report • The expected length of the final evaluation report is 50 pages (excluding annexes) • The expected language(s) of the final evaluation report is English • Updated Annexes and supporting documents included in Deliverable 4.
Deliverable 5	Learning session with key stakeholders, including, but not limited to: • A PowerPoint presentation of key findings, conclusions, recommendations, and other lessons learned of the evaluation • Infograph summarizing the findings of the evaluation on one page – which can be used for communication purposes – both internally and externally

Table 2 Summary of deliverables and services to be provided by the evaluator.

3.5 Description of proposal and methodological requirements

It is expected that Applicants describe and justify an appropriate evaluation approach/methodology and methods for data collection in the Tender documents of the Proposal. 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 applicants and the consequences of these limitations discussed in the tender document. Applicants shall to the extent possible, present mitigation measures to address them. The consultant should use an approach, methods, tools, and data analysis techniques that will enable the consultant to draw conclusions on the extent to which IDH programs are on track to deliver gender intentional or transformative change. [OBJ]

Since IDH works in partnership with others and in complex dynamic environments with many external factors that influence results, it is anticipated that a contribution analysis approach, process tracing or similar methods are most suited. The midline evaluation is expected to be of a formative nature allowing IDH to learn whether interventions worked or not and the how and why of it.

In case of qualitative data IDH expects them to be analysed following a structured and transparent approach, to limit biases and subjectivity. Applicants are expected to develop their methodological approach in line with prescriptions laid out in section 4. The proposed methodology may be further discussed with the Advisory Committee and IDH after awarding of the Contract and finetuned during the inception phase.

Stakeholder engagement

The Applicants shall include in their Proposal a complete description of stakeholder's participation in the evaluation including the rationale for selecting the level and approach to engagement. Mixed-method approaches are preferred to make visible diverse perspectives and promotes participation of women and men from different stakeholder groups.

3.6 Evaluation quality

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)⁵. The evaluation will be reviewed by the Advisory Committee 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 (see page 4 of the document for specification). If an evaluation scores 'inadequate' on one of these 13 criteria, the evaluation should be regarded as inadequate and cannot be accepted by IDH. IOB attached to these guidelines as Annex 3.

3.7 Timeline and resources

The Assignment (mid-line evaluation) is expected to be conducted between July 14th 2023 and June 21st 2024. The exact dates for the end-line evaluation need to be confirmed but will take place between Q4 2025 and Q3 2026. Applicants are invited to develop a detailed workplan of the activities that will be conducted allowing to achieve the Deliverables requested in section 3.4 of these ToR within the given period.

Data sources

It is proposed to design the evaluation on basis of standard best practice of data triangulation so that findings can be corroborated and any weaknesses in the data can be compensated for by the strengths of other data, thereby increasing the validity and reliability of the results. IDH will provide the Consultant with access to several existing data and data sources that have been pre-arranged during past monitoring and evaluation activities.

As for monitoring the following components are in place:

- The corporate theory of change which was defined in 2021 as part of the MYP 2021-2025 included a framework of harmonised Result Measurement Framework (RMF) indicators (39 in total, divided across output, outcome, and impact categories). In addition, there are program and project specific KPIs which are sector and landscape specific. Programs set baselines and targets for those indicators and use them to aggregate results from all programs and report them via the IDH annual plans and reports. This info will inform the evaluators on the progress of the portfolio against the annual and multi-year plan.
- In addition to the monitoring of selected KPIs, programs have started to use progress trackers for convening work and partnerships to monitor progress and capture IDH contributions to change.

A second source of evidence will come from individual program evaluations that have been conducted by independent third parties including baselines, midlines, and end-evaluations for:

⁵ 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>

- Evaluations related to the selected deep-dive case studies (see table on page 11 and 12);
- Other programs in the portfolio.

Annex 4 gives a total overview of the evaluation studies that are available for the evaluators to do a meta-analysis.

Thirdly the evaluators will have access to interview key informants representing the various categories including private sector, public sector, civil society, knowledge institutes etc.

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:

- 10% upon contract signing;
- 30% upon approval of the inception report;
- 30% upon reception of the draft evaluation report;
- 30% upon approval of the final evaluation report;

3.8 Evaluation team profile

IDH welcomes applications from consultancy firms, knowledge institutions and consortia. The Consultant or consortium shall at least, demonstrate the following professional competence, sector expertise, and field work capacity. Note that the consultant is expected to demonstrate at least 10 years of experience in this type of evaluations with specific attention to the following criteria:

- 1) Demonstrated expertise in conducting evaluations, particularly on portfolio evaluations at a global scale and institutional assessments.
- 2) Demonstrated track record in conducting evaluations in the field of private sector development, value chain development, sustainable land management and gender equality.
- 3) Demonstrated expertise on data collection with private business, government agencies and multi-stakeholder platform members.
- 4) Demonstrated experience in evaluating lobbying and advocacy programs.
- 5) Demonstrated understanding of the social, political, economic, cultural, and historical context and dynamics and capacity to operate in the countries and regions where IDH project/programme's operations take place. This includes proficiency of local language.
- 6) Capability to collect primary data in the regions where IDH project/programme's operations take place. Demonstrated understanding of the social, political, economic, cultural, and historical context and dynamics of the region where IDH project/programme's operations take place.
- 7) Demonstrated expertise on both quantitative and qualitative research and data analysis including experience such as facilitating focus group discussions and key informant interviews.
- 8) Demonstrated experience in sense-making sessions, presentations of evaluation or research findings to different targeted audiences.

- 9) Capacity to operate in and understand the following languages: English, French, Vietnamese, Portuguese, Spanish (confirmed by concrete references of work in countries where these languages are spoken).

Applicants are requested to submit the fully anonymized CVs of the proposed team members in annex to their technical proposal. IDH highly values the continuity of the team composition since it is expected that the Consultant will execute both the mid-line and end-line evaluation.

4. Tender documents

Applicants should submit the Tender documents in TenderNed or via separate documents to tender@idhtrade.org no later than June 12th, 2023. The technical proposal should not exceed 30 pages (excluding annexes).

4.1 Technical proposal

The technical proposal must include the following elements in the following order:

1. **Consultant background and profile:** Presentation of the fields of expertise of the team members of Consultant, 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. In order to safeguard an objective assessment of the team member experts IDH expects anonymized c.v.'s (no names attached).
2. Please use the template provided in Annex 5 to summarize the track record: fill it in with information on relevant work completed which is of similar nature to the scope of the work requested in this TOR (Terms of Reference).
3. **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 ToRs: Applicants provide their general understanding of the Assignment, its objectives, and the requests of these terms of reference;
 - Overall approach: In line with their understanding of these ToR, applicants develop 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: Describe the evaluation design and justify why opting for this approach;
 - Evaluation framework: In line with the scope of the evaluation and applicants' understanding of the ToR, a tentative high-level 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 can include quantitative and qualitative primary data, secondary data, soil samples, GIS 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: motivate the choice of methods and data collection tools based on the suggested research design.
- Data collection: 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 to be consulted or/and surveyed and information sources will be accessed. Describe the sampling method, design, and size for primary data collection methods.
- Data analysis: Applicants are expected to include a description of how qualitative and quantitative data will be analysed⁶. The assignment will require that the evaluation consultant ensures triangulation of data to address the specific questions and an integrated analysis of the different data sources are used. Applicants need to thoroughly describe how data will be triangulated, including a justification of the approach. Requirements regarding data visualization are of the highest standards. Applicants should describe in the proposal the tools and methods that will be used in this respect.
- Potential limitations and risks, including mitigation strategies: Applicants should 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 (i.e limitations when no control groups are included or counterfactual to project targeted beneficiaries and the consequence in terms of substantiation of the result claims). The potential risks to be encountered during the consultancy shall also be described along with the mitigation strategies to address them. For longer term assignments, applicants 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 evaluation consultant is expected to present the findings and recommendations in a sensemaking session with key stakeholders. Applicants shall describe the approach to identify lessons learned during the evaluation and the strategy to promote learning and active interaction with IDH and its partners in the sensemaking session.

4. **Team composition:** Clear description of the project team, relevant experience of team members, relevant experience, task, and time allocated per team member. Note that the proposed evaluators and affiliated organisations must not have been involved in the design or implementation of the intervention (project, programme, policy) under evaluation and must have no interest in the evaluation's outcome. Furthermore, we would like to safeguard some gender balance within the team. For this section, please provide anonymized c.v.'s of the consultants proposed as part of the evaluation team and describe:

⁶ i.e the household survey dataset will be processed using Stata 17 and visualization prepared using Tableau. Descriptive statistic analysis will be conducted including cross-tabulation by sex and age -young or adult categories- of all relevant variables.

- 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.
5. **Workplan:** Detailed activities and expected deliverables and timeline.
6. **Quality assurance and interaction with IDH:** Include here the proposed management of the evaluation process, quality assurance and proposed interaction with IDH and key stakeholders as envisaged by the bidder. Please describe any support or inputs required from IDH to deliver the assignment, if any.
7. **Annexes to the technical proposal:**
- Legal company documents: Certificate of incorporation, Chamber of Commerce registration, VAT number, copy of the company's most recent audited accounts⁷, etc.
 - Full CVs (anonymized to safeguard objective assessment) of the consultancy team;
 - Signed Statement of acceptance;
 - Signed statement on grounds for exclusion based on what is listed in section 4.3 of these ToR.

The Technical Proposal shall be a maximum of forty (40) pages and following the sections as described above in this section, A4 in Calibri pt. 11.

4.2 Financial proposal

The financial proposal document must include a budget in Euros (excluding VAT) and the final budget with taxes. The budget should display a number of elements IDH is interested in being informed about:

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

Applicants are free to develop their financial proposal under their preferred format Applicants are also encouraged to provide budget notes informing the assumptions used for budget calculation.

⁷ If the applicant has not been audited at all, it is not request that an audit is performed for the sake of this tender. In this case, a copy of latest unaudited financial accounts suffices.

4.3 Statement on Ground for exclusion

Applicants are expected to include a written confirmation stating they are not in one of the situations in the grounds for exclusion listed below, nor do they intend to use child labour or forced labour or practice discrimination.

Grounds for exclusion

Applicants shall be excluded from participation in this tender procedure if:

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

Applicants shall not make use of child labour or forced labour 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 Labour Organization (ILO).

5. Selection process

5.1 General tender procedure and timeline

The procedure will be as follows:

1. Publishing the tender on TenderNed.
2. Applicants can send out questions on these tender guidelines by email until the below-mentioned deadline. Questions can only be addressed in the English language and submitted to the email mentioned in these ToRs. All questions will be processed at the deadline day and responses to all questions received will publicly published through an Information Notice on TenderNed on May 15th 2023.
3. Applicants submit their Tender documents before June 12th 2023 via email.

4. Evaluation of the Proposals by the Selection Committee. The Tender Selection Committee will evaluate the Proposals based on the selection criteria as published in these ToR.
5. If deemed necessary, the service providers of the best three (3) proposals can be invited to do a pitch for the Selection Committee. This ranking will be made according to the scoring on the selection criteria by each member of the Selection Committee.
6. Decision on selection of the Consultant.
7. Awarding of the Contract.
8. Inception meeting with the selected Consultant.

Tender process	Timeline
ToR published	01/05/2023
Deadline to submit questions on ToR*	10/05/2023
Publication of Information Notice	19/05/2023
Deadline for submission of Proposals**	12/06/2023
Optional: Presentations Applicants ***	19/06/2023
Provisional award of the Contract	23/06/2023
Expected award of Contract	14/07/2023
Inception meeting with the selected Consultant	18/07/2023

*Questions received by IDH after this date and after 5:00 PM will not be answered.

**Proposals submitted after the deadline and after 5:00 PM (CET) will be returned and will not be considered in the tender procedure.

***IDH may request Applicants to clarify their Proposal session in person or via video conference. This is **not** part of the assessment but only to clarify the Proposal to safeguard accurate assessment and not hinder transparency and objectivity of the tender process.

Assessment criteria

1. **Completeness check:** The Proposals will first be tested for completeness. The absence of the information referred to in section “proposal requirement” will lead to exclusion from further participation in the tender procedure.
2. **Scoring and weighting procedure:** The Assignment will be awarded to the consultant with the most attractive bid based on quality and price. The evaluation criteria are scored between 1 and 5 (from *very weak* to *very strong*), compared between applicants and weighed according to the procedure below. The final score will be weighted 70% on *Quality* and 30% on *Price*. If the weighted final scores of consultants are equal, two procedures may occur:

- a. Priority can 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.

Quality

Assessment scores will be awarded for each of the components. The Selection Committee will score each component unanimously. All proposals will be rated on each of the established sub-criteria in the rating matrix. A rating will be provided on a scale from 1 to 5: 1 = very weak, 2 = weak, 3 = neutral, 4 = strong, 5 = very strong. In the rating table, extra space is provided for additional narrative explanation or comments on the rating, proposal, proponents, etc. (See template in annex 6)

Criterion 1: Quality		Sub-criteria
Component 1	Consultant profile and team composition	The extent to which the consultant(s) present(s) the required level of expertise and experience to fulfil the objectives of these TOR. The following aspects shall be considered:
		Relevant expertise and sector experience of the proposed consultant(s): the extent to which the consultant provides evidence of the required experience in conducting institutional assessment and portfolio evaluations.
		- Relevant regional, local, and field-level experience of the proposed consultant(s): the extent to which the consultant provides evidence of: a. the required research experience in thematic topics and program strategies mentioned in Section “Evaluation Team Profile”, b. its capacity to operate and collect primary data in countries and regions of proposed deep-dive case studies, and c. its understanding of the local context and dynamics of the region where Project/Program activities of the deep-dive case studies take place.
		Capacity to operate in and understand the local languages.
Component 2	Methodological approach	The extent to which the consultant demonstrates a clear understanding of these ToRs, and the soundness of the methodology proposed to achieve the objectives listed out in these ToRs:
		1) Clarity of the methodological approach developed in the technical proposal
		2) Appropriateness of the methodological approach to deliver on the objectives set out in section 3 of this ToR;

		3) Quality of the proposed methodology, including the extent to which the methodology elaborates on prescriptions set out in section 5 of these ToR;
		4) Sampling design, method and size
		5) Quality of the overall proposal writing, argumentation, structure of the text, conciseness, clearness and diagrams;
		6) Adequateness of the workplan and timeline;
		7) Adequateness of the time allocation of the consultants;
		8) For this longer term assignment a proposed approach to ensure continuity of team members.

Price

A combined price in Euros (including VAT) is to be presented with a breakdown of the budget into:

- phases of the mid-line evaluation (e.g. developing methodological framework, assessment of existing program evaluation reports and materials, stakeholder interviews, sector survey, workshops and validation sessions, reporting, program management);
- deliverables
- activities (details and allocation of hours)
- total time (hours)
- fees (senior, medior, junior).

IDH estimates that the total number of working days for the consultancy assignment will be between 200 and 235 days.

The Selection Committee will assess the financial proposal on the basis of the following:

1. Compliance to the tender form in annex .

2. Scoring the tender form:

Score of Candidate X = $100 * (\text{Cost Candidate Least Exp} / \text{Cost Candidate X})$

The maximum score is 100 points.

Weighing factors of the two components Quality and Price will be: 70% quality - 30% price.

Criterion 2: Price		Sub-criteria
Component 1	Best price for the proposed level of quality and depth of the proposed deliverables	Daily fee per consultant. This later will be considered by assessors regarding their seniority level and their place of residence (i.e. international vs local)
		Travel and transport expenses
		Cost per deliverable
		Contingency budget
		Overall budget

5.2 Awarding process

Once IDH has selected the Consultant to which it intends to award the Contract, a written notification thereof is sent to all Applicants, including a summary of the results of the Tender Assessment. The selected Consultant is contracted via a letter of Assignment, following IDH's template and IDH General Terms & Conditions See annex 7.

5.3 Communication and confidentiality

Applicants will ensure that all their contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to (tender@idhtrade.org). Applicants are thus explicitly prohibited, to prevent discrimination of the other applicants and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH in the course of the Assignment will be handled confidentiality. Applicants will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by an 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 applicants.

Disclaimer

IDH reserves the right to update, change, extend, postpone, withdraw, or suspend the ToR, this tender procedure, or any decision regarding the selection or contract award. IDH is not obliged in this tender procedure to make a contract award decision or to conclude a contract with a participant.

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

By handing in a proposal, applicants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure, albeit applicants are allowed to pull out in case updated ToR are issued which they do not accept.

5.4 The Contract

The Assignment for the mid-line corporate portfolio evaluation is envisioned to start in September 2023 and end in July 2024. The end-line corporate portfolio evaluation will take place between Q4 2025 and Q2 2026 (further details on timing and estimated time allocation for the end-line to be confirmed later in 2025).

IDH is tendering the mid-line and end-line evaluation simultaneously for reasons of continuity and having the same evaluation and learning partner for the entire trajectory. After evaluation of the collaboration and the outcomes of the Assignment, IDH may offer to the Consultant a contract

extension. In case significant changes in scope are foreseen, IDH and the awarded Applicant can agree to amend the budget using the same hourly rates submitted.

5.5 Core elements of Framework Agreement

Intellectual Property and Data Ownership:

IDH shall be and will remain the owner of all intellectual property arising from the performance of the Assignment, including but not limited to copyrights, database rights, trademarks, patents and know how. Data ownership will remain with IDH or the party reporting or sharing the data and will not be with the Consultant. Detailed procedures on data ownership, including compliance with data privacy regulations, will be established, and agreed upon during contract negotiation.

Governing Law and Dispute Resolution:

The Framework Agreement is governed by the laws of the Netherlands. Any dispute arising from or in connection with the Agreement which cannot be resolved amicably shall be submitted exclusively to the district court in Utrecht, the Netherlands, and each Party to this Agreement hereby submits irrevocably to the jurisdiction of such court.

Provision of Services and Liability:

The Consultant will be responsible for providing the services on the obligation of result basis in line with the highest professional standards and oriented towards the overall objective of a well-grounded and thorough corporate portfolio evaluation.

IDH cannot be held liable for damages, losses and/or personal injury suffered by the Consultant and/or any third party resulting from the execution of the Framework Agreement, including any infringement of intellectual property rights. In addition, either Party's liability for consequential damage, consequential loss, lost profits, lost savings, loss of goodwill, damage through business interruptions or damage ensuing from claims by third parties - whether based on contract, tort or otherwise - shall be excluded. The above-stated limitations of liability shall not apply if and insofar as the damage or injury is the result of the wilful intent or deliberate recklessness by the Parties or their executives.

5.6 Management of the evaluation

Evaluation management structure

Figure 5 below gives a graphical overview of the relevant entities involved in this evaluation and table 2 underneath gives further explanation of the roles and mandate of each of these entities.

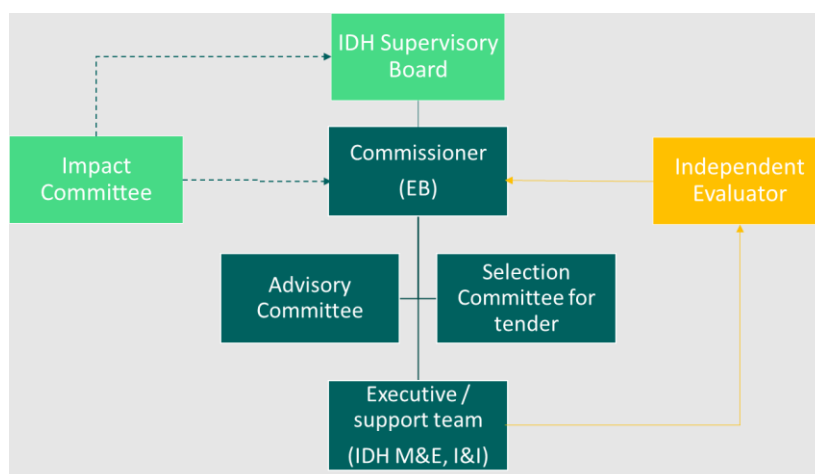


Figure 5 Governance structure of the Corporate Portfolio Evaluation (CPE)

Body	Composition	Roles & mandate
IDH Executive Board	CEO and CFO of IDH	Commissioner and final responsible for the Corporate Portfolio Evaluation
Advisory committee	Key stakeholders: Representative(s) of core donors (DDE, SECO)	The role of the advisory committee is to assure evaluation quality and independence. It advises the commissioner on the Terms of Reference, the selection of evaluators, the elaborated methodology including evaluation questions, (inception report), and the draft evaluation report. Comments and advice from the advisory committee should be seriously taken into account by the evaluation team. The advisory group meets at key stages during the course of the CPE. Quality assurance department (IOB) of core donor can be consulted in design process upon request.
	Evaluation experts: IOB, thematic experts on the impact themes Better Jobs, Better Incomes, Better Environment and gender equality, and an independent member with both thematic and evaluation experience.	
Selection committee of tender		The role of the selection committee is to assess and score all Proposals and select the Consultant with the best Proposal evaluated based on the criteria set out in these guidelines.
	Technical staff: IDH M&E, I&I	
	Representative of the Advisory Committee: IDH CFO	
IDH Impact Committee	Chair (representative of IDH Supervisory Board)	Informing IDH Supervisory Board on all impact (measurement) related activities of IDH
	Independent members	Providing feedback to IDH team on design and execution of CPE and advising the Supervisory Board.
Consultant		The proposed consultants (acting as evaluators) have not been involved in the design or

	Independent third party selected as a result of this EU tender procedure	implementation of the intervention (project, programme, policy) under evaluation.
		The Consultant will be responsible for the evaluation design, methodology, workplan, execution and reporting meeting quality criteria for evaluations as described in the <i>IOB evaluation quality criteria 2022</i> .
Executive / support team	Corporate M&E	Development of terms of reference
		Contracting and supervision of Consultant
	BU M&E advisors	Coordination of execution with internal and external key stakeholders
	I&I impact leads	Dissemination of findings: play a key role in learning and knowledge sharing from the evaluation results, contributing to disseminating the findings of the evaluation and follow-up on the implementation of the management response.