

Annex 5 to Tender Selection Guidelines NISCOPS 2 PEP: Reference Evaluation Questions

The Consultant is expected to develop and implement a methodology that will answer relevant evaluation questions about the second phase of the NISCOPS Phase 2 Programme. The exact evaluation questions to be answered will be determined together with the External Reference Group, IDH and Solidaridad in a process guided by the selected consultant.

The questions below serve as a reference for the amount and type of questions that could be ultimately chosen:

Relevance: Is NISCOPS 2 Programme doing the right things?

- 1) To what extent do the NISCOPS2 Programme objectives, strategies, plans, and activities respond to the needs of SHFs in the selected landscapes during the implementation of the programme?
- 2) To what extent do the NISCOPS2 Programme objectives and activities respond to the needs of public sector stakeholders in each country and each landscape (local/sub-national/national) during the implementation of the NISCOPS2 Programme?
- 3) To what extent do the NISCOPS objectives and activities respond to the needs of private sector partners in the NISCOPS2 Programme during the implementation of the NISCOPS2 Programme?
- 4) How and to what extent have different stakeholders been involved in the design of the NISCOPS2 objectives, strategies, plans, and activities?
- 5) How and how well has the NISCOPS2 Programme responded to changing needs and emergencies, and what elements of the NISCOPS2 Programme were adapted as a result?

Coherence: how well does NISCOPS 2 Programme fit?

- 6) To what extent have the interventions implemented under NISCOPS2 Programme supported or undermined the interventions and policies of other relevant stakeholders and vice versa? Specifically with regards to:
 - a. governments of producing countries and public sector stakeholders active in the selected landscapes in which the NISCOPS2 Programme operates;
 - b. Multilateral organisations
 - c. Donor countries that fund the NISCOPS2 Programme
 - d. other CSOs with similar objectives;
 - e. companies active in the supply chains that source (PO) from the selected landscapes;
 - f. changing trade policies/market requirements (e.g. EUDR)
- 7) To what extent have interventions and roles of Solidaridad and IDH within NISCOPS2 Programme complemented each other during the implementation of the programme? What synergies and interlinkages were created within and across Solidaridad and IDH and how was this done?
- 8) To what extent have other programmes, projects and interventions of Solidaridad and IDH in the same countries/landscapes/sectors/context complemented the NISCOPS2 Programme?

Effectiveness: is NISCOPS 2 Programme achieving its objectives?

- 9) To what extent are the planned results and objectives of NISCOPS 2 at output and outcome level being achieved, at programme, country, and landscape level? Pay specific attention to:
 - a. (Multi-Stakeholder) Partnerships,
 - b. Gender equality,
 - c. Inclusivity of Smallholders and other socially marginalized groups.
- 10) What differences across and within different stakeholder groups can be observed in each of the landscapes?
- 11) What have been the most and least effective interventions of NISCOPS2 Programme, and how have these interventions been realized? Which internal and external factors have influenced the results of these interventions?
- 12) Are there (or have there been) shortcomings in the design or implementation of certain interventions, and how are they (can they?) be adapted to be more effective?
- 13) How effective has the Solidaridad-IDH been in implementing the NISCOPS2 Programme?

Efficiency: How well are NISCOPS2 Programme resources being used?

- 14) How well has the available funding for NISCOPS2 Programme been spent in line with the plans?
- 15) Have outputs been achieved within the planned timeframes and budgets?
- 16) Have resources been deployed at a reasonable cost (for each region), and were they fully utilized?
- 17) Have deviations from plans/budgets been properly justified and recorded?
- 18) Did the NISCOPS2 Programme respond to new developments, and were decisions taken to enhance efficiency in response to new information? Have resources been redirected as needs changed?
- 19) Considering the realized outputs and outcomes relating to the budget, have the resources used been applied in an efficient way? What difference exists across all NISCOPS2 countries and landscapes? Could the realized results have been accomplished at lower costs?
- 20) How and to what extent has NISCOPS2 Programme been able to leverage resources of others (partners), both in kind and in cash?
- 21) Is operational efficiency periodically reflected upon, and what mechanisms are used to continuously improve operational efficiency?
- 22) Are systems in place to enable learning from past experiences, and to what extent is NISCOPS2 Programme improving its interventions based on lessons learned?
- 23) How have benefits, costs, and risks been distributed between beneficiaries, (financial and implementing) partners, IDH and Solidaridad, and other stakeholders?

Impact: What difference does NISCOPS2 Programme make?

- 24) What have been the higher-level results (Impacts, Outcomes) that can be attributed to the NISCOPS2 Programme (Positive and Negative, Intended and Unintended), and how do they relate to the ToC?
- 25) How and to what extent are the interventions that are implemented in the NISCOPS2 Programme effective in realizing these higher-level effects? Specifically:
 - a. To what extent are the landscapes where NISCOPS2 Programme is actively managed more sustainably, or where are plans to do so approved and funded?
 - b. To what extent do the results of NISCOPS2 Programme contribute to positive effects in each landscape with regards to (climate) resilience of farmers and nature, improved livelihoods and socio-economic wellbeing of people, biodiversity and forest improvements, or climate change mitigation?

Sustainability and scaling: Will the benefits of NISCOPS2 last?

- 26) To what extent have considerations (technical, financial, institutional) of long-term sustainability of results been integrated in program design and implementation of NISCOPS2 Programme?
- 27) To what extent are public sector stakeholders at the national level, as well as landscape level MSPs, able to (gradually) take over the role(s) of IDH and Solidaridad, and how has NISCOPS2 Programme contributed to this?
- 28) To what extent is the enabling/policy environment/business environment conducive to sustaining and upscaling the results of NISCOPS2 Programme over a prolonged period of time, and what has NISCOPS2 Programme done to improve this / what can be done to improve this?
 - a. To what extent does the NISCOPS2 Programme effectively support the scale-up of proven business cases for field-level innovations (considering context specificity)?
 - b. To what extent are the approach, strategies, and interventions of NISCOPS 2 Programme replicable in other contexts, and how well are Solidaridad and IDH placed to support that?
 - c. What private-public partnership models have worked under the NISCOPS2 Programme, and how can they be scaled up?

NISCOPS2 Programme management and learning for adaptive management

- 29) Staff capacity: To what extent is 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 organisations? What needs to be done to address gaps, if any, in staff/institutional capacity for fulfilling the roles both IDH and Solidaridad play? How can learning between and across organisations be improved?
- 30) Applying the Theory of Change: To what extent do IDH and Solidaridad staff articulate and use the theory of change/program logic in framing their programs?
- 31) Testing: To what extent are operations or implementation research utilized to test the approach or correct course? What factors promote or hinder the use of operations/implementation research to support programming?

32) Evidence generation and documentation:

- a. How adequately has the program monitored and evaluated its contributions to the NISCOPS 2 Programme objectives?
- b. 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?
- c. How could evidence-based action be strengthened? Are evidence functions adequately resourced?
- d. How well has NISCOPS2 Programme documented and shared the approaches, strategies, and interventions with others that can replicate in areas where Solidaridad/IDH are less well-placed?
- e. How well has advice and learnings from NISCOPS Phase 1 been implemented by Solidaridad and IDH during NISCOPS Phase 2?