Terms of reference for the mid-term review of IUCN's project: Restoration in supply chains (Resupply)

May 2020

Introduction and Evaluation Background

The International Union for Conservation of Nature (IUCN), founded in 1948, is the world's oldest and largest environmental organisation. Conserving biodiversity is central to the mission of IUCN. The goal of the organisation is to demonstrate how biodiversity is fundamental to addressing some of the world's greatest challenges such as climate change, sustainable development and food security. IUCN works toward its mission by developing hundreds of conservation projects all over the world from the local level to those involving several countries, all aimed at the sustainable management of biodiversity and natural resources.

IUCN supports collaborative actions through The RESUPPLY project: Restoration in supply chains from zero net deforestation to net positive action, funded by the German Ministry for the Environment International Climate Initiative (IKI). The project started in January 2019 and ends in January 2022.

The project intends to work with companies and other landscape actors to run the Restoration Opportunity Assessment Methodology (ROAM)[1] in three supply chains:
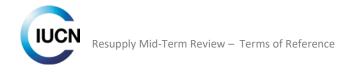
- With Olam Ltd, in cocoa supply chain in Ghana
- With Illovo, in sugar cane supply chain in Tanzania
- With ECOM in cocoa supply chain in Peru.

The results and analysis generated by the ROAM assessment will be used to create business cases for specific FLR Interventions in the selected supply chains. The business cases will be structured in sections with at least the following information:

- COSTS of the FLR intervention: Implementation, transaction, management and opportunity costs
- BENEFITS such as:
  - Corresponding carbon sequestration potential,
  - Biodiversity improvement,
  - Social benefits,
  - Sustainability commitments, etc.
- BUDGET incl. An investment analysis with associated return on investment at different time frames (5-10-20 years).
- ACTION PLAN to implement forest landscape restoration options identified by ROAM.

In parallel, IUCN and likeminded players, especially companies, are building a community of practice on FLR in supply chains. While guiding IUCN in the development of the business cases and communications products, the community of practice will inform other companies and investment platforms of ways to implement FLR in supply chains and how it can address market, reputational and financial risk.

---

[1] https://www.iucn.org/theme/forests/our-work/forest-landscape-restoration/restoration-opportunities-assessment-methodology-roam

Rationale for the mid-term review

This mid-term review fulfils the IUCN Monitoring and Evaluation Policy to conduct an independent midterm review (MTR) for the purpose of learning and reflection on project management and early results.

Objectives of the mid-term review

The mid-term review should explore Resupply's work, achievements, and IUCN support with the aim of providing guidance on how to maximize the potential for achieving the intended results and improve learning in its remaining timeframe (2022). Through the assessment of the progress, performance, achievements and lessons learnt to date, the review will contribute to both learning and accountability.

The specific objectives of the mid-term review are:

- To assess the **relevance** of the ROAM to the development of business cases and to businesses.
- To assess the **effectiveness** of Resupply at achieving its objectives and provide clear insights about what has and hasn't worked so far and why
- To assess the **early impact** of the Resupply process and provide some indication about how the project is progressing towards achieving its intended outputs and outcomes
- To assess the **efficiency** in terms of value for money of the delivery of the Resupply outputs.
- To **identify lessons** and provide set of **actionable recommendations** on how the project and the project coordination/management could be adjusted for further improvement and to strengthen delivery on the project intended outputs and outcomes
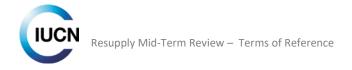
The key evaluation questions for the mid-term review are:

Relevance:
1. To what extent does the work of Resupply address the priority issues for companies and local stakeholders to plan restoration in supply chains?
    1.1. To what extent is ROAM fit-for purpose to serve as an entry point for business to engage in restoration activities?
    1.2. To what extent is the current outline for the business case fit for purpose?

Effectiveness:
2. What can we learn from the way the project is implemented?

    2.1. Are the regional team provided with the adequate resources and support from the global team to deliver on its outputs? Are the regional team providing enough support to the global team?

    2.2. How effective was the ROAM process in engaging with key landscape stakeholder in each country? What has and what hasn't worked well so far? How have the problems encountered been resolved?

    2.3. To what extent the data collection for ROAM and the business cases went according to plan? What worked, what didn't and how could it be improved?

    2.4. How effective is IUCN in engaging with the companies at local, national, regional and international level? What has and what has not worked well so far? How have the problems encountered been resolved?

    2.5. To what extent is the Monitoring, Evaluation and Learning (MEL) strategy and tools set up helping to (a) answer key guiding questions, (b) detect any needed programme implementation adjustments for better progress towards results, and (c) collect the right kind of data in view of conducting an impact evaluation by the end of the project? What adjustments to the MEL system are recommended to help understand impact of Resupply?

Impact:
3. What are the earlier marker of change among key target audience that demonstrate that Resupply is on its way to deliver on its intended outputs and outcomes.

Efficiency
4. To what extent are the Resupply outputs in balance with the level of effort, time and resources spent?
    4.1. Have spending and project delivery progressed according to the planned schedule?
    4.2. Are there less costly ways of achieving the same outputs?

Audience for the review

The primary audiences for the review are IUCN Forest Conservation Programme, IUCN Ghana Office, IUCN FLR team in Rwanda, IUCN Tanzania, IUCN Programme Officer in Ecuador involved in the project.

Methodology

This evaluation will be carried out in conformity with the IUCN Monitoring and Evaluation Policy (2015)[2], which sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the evaluation and evaluation of its projects, programmes and organizational units. Based on the context and scope of the evaluation, IUCN decides to address some or all of the widely accepted OECD DAC Evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability.

The evaluator(s) is expected to develop an evaluation framework based on the suggested key evaluation questions above but may suggest additional questions or modifications. The inception report will be prepared as the first deliverable of the evaluation and will include an evaluation matrix[3] presenting how the key issues will be addressed, the data sources and the data collection methods that will be used for the evaluation and a set of criteria to rate the strength of the evidence collected. Adequately addressing the key evaluation questions will be the basis for IUCN to sign off on the completeness of the evaluation report.

All data collection tools are to be included as annexes to the final evaluation report. The link between evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the evaluation findings. Conclusion and recommendations should be underpinned by a strong set of evidences.

The evaluation will seek the views of the range of stakeholders who have been engaged in the process to date[4] to conclude whether the project is on track and expected to realise its set objectives.

The evaluator(s) is expected to use mixed methods, including:
- Review of relevant documentation from the project[5];
- At least 6 interviews of key stakeholders (list to be provided at inception);

Schedule and deliverables

The evaluation will run from May 2020 to July 2020. The expected outputs are:

---

[2]https://www.iucn.org/sites/dev/files/content/documents/the_iucn_monitoring_and_evaluation_policy_2015.pdf
[3] See annex 1 for draft evaluation matrix
[4] See indicative list in annex 3
[5] See list in annex 4

- An inception report including refined key evaluation questions, revised evaluation matrix, work plan and schedule.
- A draft evaluation report (c.a. 10 page).
- A final evaluation report (c.a. 20 page)..
- A webinar on key findings, including 15 slides summary presentation of key findings

The evaluation report is expected to follow the format below:
A. Title page including project identification details
B. Executive Summary (including at a minimum the methodology, findings and recommendations)
C. Table of Contents
D. List of Abbreviations and Acronyms
E. A short introduction to project/programme – context and description
F. Purpose of the Evaluation
G. Evaluation Issues and Questions
H. Methodology (including approach to data analysis)
I. Findings - organized according to the key evaluation questions
J. Conclusions and lessons learned
K. Recommendations – actionable recommendations clearly linked to findings and lessons
L. Appendices

Appendices must include: Evaluation terms of reference; Data collection instruments; Evaluation schedule/timetable; List of people met/interviewed; Documents consulted.
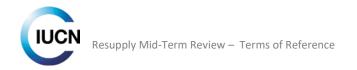
Milestone / deliverable	Indicative completion date
Recruitment of Evaluation consultant	20 May 2020
Start date and evaluator appointed	27 May 2020
Inception note including final evaluation matrix	3 June May 2020
Data collection and analysis completed	20 June 2020
Draft report	25 June 2020
IUCN comments on draft report	30 June 2020
Final Report and webinar	5 July 2020
IUCN Management response (to be completed by IUCN Forest Conservation Programme)	Q3 2020

Qualifications of the Evaluator(s)

IUCN requires an evaluator or a team of evaluators with experience in assessing change in complex systems and with extensive expertise and knowledge in the field of governance, forest landscape restoration, private sector investment, supply chains, business engagement, or a combination thereof, applied to policy instruments and practice.

In addition, the consultant or lead consultant shall have:
- At least 10 years' experience as an evaluator with demonstrated quantitative and qualitative data collection and analysis skills, with proven record of conducting formative, process and impact evaluation;
- Proven experience in evaluating similar projects; Prior experience in conducting evaluation in the 3 countries where ReSupply is implemented would be an asset; Prior assessment of ROAM process would equally be an asset
- Complete independence from IUCN,
- English language fluency.

- Women are strongly encouraged to apply. IUCN is an equal opportunity employer and the successful candidate will be selected based on merit.

Budget

The maximum available budget for this review is USD15'000,
The evaluator(s) shall be paid by IUCN upon completion of the following milestones.
- 30% upon signing of the contract
- 30% after presentation of the draft report
- 40% after the approval of the final reports

Submission
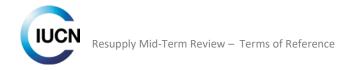
We welcome applications from Organisations and/or individual Consultants.

a) Personal CV of the Evaluator that will prepare and lead the activities, indicating all relevant past experiences and main competencies; CVs of any other person to be involved in the evaluation should also be submitted

b) A brief description (max 2 pages) of why the Evaluator or the Evaluator's team is the most suitable for the assignment, including a short description of the plan and methods envisaged to meet the mid-term review objectives.

c) A budget for this mid-term review

How to apply?

The interested candidates, who meet the above-mentioned criteria, may send their application to: florian.reinhard@iucn.org, cc Pauline.buffle@iucn.org.
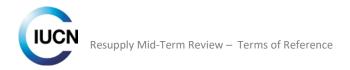with the Subject "**Resupply Mid Term Evaluation**" no later than 17 May 2020.

Annex 1: Draft evaluation matrix, to be completed at inception by the evaluator:
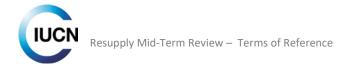
Completing and finalizing the evaluation matrix, particularly the sub-questions, should draw on the learning questions identified in the MEL strategy

Evaluation Criteria	KEY EVALUATION QUESTIONS	Subquestions	Data sources/ data collection methods	Results Summary	Evidence rating

Annex 2: Indicative list and contact of stakeholders who have been engaged in the process to date

To be shared once the evaluator has been selected

Annex 3: Indicative list of key project documents

To be shared once the evaluator has been selected