

TERMS OF REFERENCE (ToR)

Amendment 1: Deadlines for questions and responses revised to August 21 and August 25 respectively.
See revised section “14. Schedule of Events” of these ToR

Amendment 2: Responses to questions received are included as Annex 4

External Technical Consultancy for Project Evaluation Project Final Evaluation

1. Project to be Evaluated

Project Name	Programa Crescer 1.0
Project Location	State of Minas Gerais in municipalities: Conceição do Mato Dentro, Alvorada de Minas, Serro, Dom Joaquim
Project Budget	USD 2,691,230
Project Duration	36 months
Project Funder	Anglo American and the Inter-American Development Bank (IDB) Lab
Project Goal	To contribute to the inclusive and sustainable territorial development of the municipalities surrounding the Anglo American – IOB Iron Ore Brazil operation and reduce the economic dependence on mining.
Implementing Agency and Partners	TechnoServe Brazil
Evaluation Type	Final evaluation
Evaluation timeframe	September to December 2020
Tender Response Deadline	August 28, 2020
First Draft Report Deadline	November 9, 2020
Final Report	November 23, 2020
Estimated value of the consultancy	BRL 150,000
Type of contract	Consultancy CNPJ

2. TechnoServe Background

TechnoServe is an international non-governmental organization that promotes business solutions to poverty in the developing world. TechnoServe's mission is to work with enterprising people in the developing world to build competitive farms, businesses and industries. It does this by linking people to information, capital and markets. TechnoServe is registered in the US as a 501(c)3 nonprofit corporation and headquartered in Arlington, VA and has been active in Brazil since 2009. Its staff of over 1,000 employees operate from 30 country offices in Africa, Latin America and Asia. For more details on TechnoServe and its work in Brazil visit: <http://www.TechnoServe.org>

3. Crescer 1.0 Project Background

The Crescer Program aims to promote the inclusive and sustainable socioeconomic development of communities in the area of influence of the Anglo American - Iron Ore mining operations, contributing to economic diversification and reducing dependence on the mining sector. Beneficiary municipalities include Conceição do Mato Dentro, Serro, Alvorada de Minas, and Dom Joaquim.

The Program, funded by contributions from Anglo American and the IDB Lab, was designed to achieve its objectives through three workstreams:

1. **Value chain development:** Promoting the development of four value chains with a local economic focus: milk & cheese, horticulture, beekeeping and ecotourism. These activities are located in the area of direct and indirect influence of the mining operations, in the municipalities of Conceição do Mato Dentro, Dom Joaquim, Alvorada de Minas and Serro, all in the state of Minas Gerais. Participants in these value chains receive technical training and market access support, in addition to support in accessing credit.
2. **Rural workforce development:** Promoting the personal and professional development of rural youth through entrepreneurship and skill-building so that these young people are able to take advantage of opportunities in the labor market or open a new business.
3. **Ecosystem strengthening:** Supporting and building the capacity of several local institutions related to the target value chains to expand the scale of impact and guarantee the long-term sustainability of project results.

By June 2020, Crescer Program had benefited 594 people: rural producers in the selected value chains, youth from rural areas, and municipal public employees through the work of strengthening public management and promoting procurement of goods from local producers.

Workstreams

VALUE CHAIN DEVELOPMENT

In the value chain workstream, the Crescer Program supported four local value chains with growth potential: milk & cheese, horticulture, beekeeping, and tourism. The program helped to:

- Train 272 beneficiaries: 71 in milk & cheese, 49 in horticulture, 20 in beekeeping, and 134 in tourism
- Support 358 jobs
- Increase revenue of beneficiaries by an average of 33%

The program improved the technical level of participants in production management, general management and commercial management, thus promoting generation and maintenance of new jobs, increases in sales and income, and strengthening of sector associations and institutions.

Milk & Cheese

The region where the Crescer Program operates has a long economic tradition in dairy production and more than 640 cheese farmers. However, only approximately 20% of cheese producers are formally registered with the Institute of Agriculture and Livestock/ Instituto Mineiro de Agropecuária (IMA) of Minas Gerais, and 68% of producers still have a medium to incipient level of adoption of technical practices and low productivity, according to a TechnoServe diagnostic conducted in 2017.

Likewise, most of their production is sold by intermediaries or cheesemakers, who generally prefer to keep the negotiation informal.

The Crescer Program worked with 71 milk and cheese producers to:

- Provide technical and business training to improve quality and business performance
- Support access to new markets and opening of a store in the municipal market of Conceição do Mato Dentro
- Support the establishment and functioning of a sector roundtable and producers associations
- Support development of sector table recommendations to improve sector-related legislation and regulation
- Support product registration and quality certification by IMA

Horticulture

The horticulture value chain faces challenges like low technical knowledge of producers, low levels of associativity, poor logistical systems, and lack of knowledge about high-value market segments like supermarket chains, in turn causing low productivity levels, access to low-value market segments, and low revenues.

The Crescer Program worked with 49 horticulture producers to:

- Provide technical and business training to improve quality and business performance
- Conduct technical visits for benchmarking to improve knowledge about good marketing and commercialization practices.
- Improve the local procurement process for school meals by training both municipal employees and directors of state schools and producers on public procurement requirements and processes.
- Learn sustainability and climate smart agriculture practices.

Beekeeping

Beekeeping is a traditional activity in the municipality of Dom Joaquim and work was conducted in coordination with the Beekeepers Association of Dom Joaquim (APIDOM). Although many beekeepers have been in the activity for a long time, they did not have adequate technical knowledge and the association was weak.

The Crescer Program worked with 20 beekeepers to

- Strengthen the association and their own associativity
- Conduct technical visits to implement good production practices for green propolis and queen bees.
- Provide technical training on artificial bee feeding and genetic improvement of bees

Tourism

Conceição do Mato Dentro is home to numerous natural sites. This municipality has potential in several tourism segments, including those with an environmental, historical-cultural, religious, business, or gastronomic focus. But sector entrepreneurs have low business management knowledge and need support to develop good practices in financial management, operations management, marketing, and customer service. Much of the tourism demand in the municipality is still aimed at business-related tourism, especially in the mining sector. This segment is important to guarantee income from the tourist trade during the week, while enabling the development of ecotourism for weekend visitors. Business tourism is still heavily influenced by mining cycles.

The Crescer Program worked with 134 tourism entrepreneurs and SMEs to:

- Create a tourism value proposition for the municipality to be marketed by national tourism agencies.
- Implement a tourism observatory/monitoring center to assist government and sector on data gathering, sector statistics, sector studies, and support decision-making.
- Train hotel entrepreneurs in pricing and marketing on large digital platforms.
- Develop an annual calendar of tourism events in the municipality.
- Implement a sector roundtable for participatory tourism development

RURAL WORKFORCE DEVELOPMENT

The rural youth and workforce development component has been an important workstream of the Crescer Program, as communities of the micro-region surrounding the Anglo American Minas-Rio operation lack sufficient economic opportunities beyond mining.

This workstream consisted of several training cycles, each with a duration of three months and divided in six modules: personal effectiveness, personal finance, professional effectiveness, entrepreneurship, business canvas and analytics for employability. A direct intervention approach was used via capacity building sessions with facilitators especially hired and trained in the methodology and content.

By June 2020, the program has worked with 322 youth to:

- Train them to increase their employability through skill-building and build their maturity to make professional choices
- Support youth in finding new or better jobs
- Increase their incomes through jobs or entrepreneurship

ECOSYSTEM STRENGTHENING

This workstream aimed to enhance the positive impact of local public procurement processes on the socioeconomic development of the municipalities, including in some of the value chains supported by the Crescer Program. The work was supported by the National Statute of Microenterprise and Small Business, which was created by a Federal Law to regulate favored, simplified and differentiated treatment for this sector. The objective of this law and workstream is to foster job creation, income distribution, social inclusion, reducing business informality and strengthening local economies.

4. Final Evaluation Objectives

The objective of the evaluation is to conduct an assessment of the program's results and the effectiveness and efficiency of its implementation approach. The consultancy's main deliverable is a Final Evaluation report for the project that addresses:

- 4.1. The impact of the Program on the target groups of beneficiaries
- 4.2. The results achieved in comparison with the objectives established
- 4.3. Difficulties, risks, and challenges in project execution, including the impact of the public health emergency posed by COVID19
- 4.4. Sustainability of the program and recommendations to ensure the sustainability of activities financed by the Program
- 4.5. Lessons learned and recommendations for improvement of future programs or interventions in the same or similar areas

The outline for the evaluation report can be found in Annex 1.

5. Evaluation Methodology

Interested parties are asked to propose an Evaluation methodology that includes:

- (i) examination of all project documentation, including performance reports
- (ii) interviews with beneficiaries, the implementing agency's technical team and representatives from participating institutions
- (iii) data collection and analysis
- (iv) field visits
- (v) other pertinent aspects

6. Evaluation Activities and Content

In order to fulfill the evaluation objectives, the main Evaluation activities must focus on the following aspects, which must be reported according to the format presented at the end of these terms of reference:

6.1. Project Performance Context: Identify the main changes that occurred around the project's execution, compared to the period in which the project was proposed and approved. Such changes may be related to the market, the target sectors, the region or the implementing agency itself.

6.2. Project Relevance: Identify the relevance of the project in relation to the economic, social, market and institutional conditions and the geographic context, as well as for the communities, the implementer itself and/or the institutions that acted directly and indirectly in the execution of the project.

6.2.1. Guide 1: (i) Was the project design adequate to deal with the problems faced? (ii) Did the project remain relevant, considering possible changes in context? (iii) Are there needs (or was there a need) to reformulate the design of the project, due to changes in context in the country, in influential sectors or even related to the operational aspect?

6.2.2. Guide 2: Emphasize the relevance of the project in relation to: (i) scale, (ii) coverage area, (iii) communities in situations of poverty, exclusion and risk, (iv) activities (micro finance, training, production, technical assistance, commercialization), (v) potential for replication, (vi) synergy with public programs and policies to combat poverty, (vii) gender, (viii) youth, (viii) among any other relevant considerations.

6.3. Project Efficiency (Management): identify the efficiency of the project execution, through the analysis of its results: (i) disbursements made, (ii) contribution of counterpart funds, (iii) deadlines compliance and (iv) technical, managerial, financial and operational nature of the project.

6.3.1. Guide 1: (i) Did the project achieve the expected results, in the expected time and within the estimated cost? (ii) Were the program's activities aligned with the action plans? (iii) Were the costs of activities / products in line with the budget schedule? (iv) Were there any unforeseen events that impacted project execution?

6.3.2. Guide 2: evaluate the project management model.

6.4. Project Effectiveness (Outputs, Outcomes and Impacts): (i) identify the main contributions and impacts generated by the project, in relation to the operating context, (ii) products developed, (iii) partnerships made and (iv) beneficiaries served.

6.4.1. Guide 1: (i) What has been the effectiveness of the implementer? (ii) Did the program generate results that indicate an impact on beneficiaries? (iii) What are the main and most relevant outputs, outcomes and impacts that can be attributed to the Project?

6.4.2. Guide 2: Identify/list the main products of the project: manuals, publications, plans, products and services developed, methodologies, training courses held, events (seminars, workshops, visits, exchanges).

6.4.3. Guide 3: Verify the results of the main projects, sub-projects and/or partnerships established by the project.

7. Project Sustainability

7.1. Detailed analysis of the sustainability of the project, that is of its continuity by the implementing agency and/or by the main partnerships made, once the contribution of resources is concluded and finalized.

7.2. Indicate if the project has a sustainability plan, if it is being applied, if it is feasible, and describe its considerations regarding its effectiveness.

7.2.1. Remember that “project sustainability” is not just financial. Priority is recommended for the financial aspect (continuity, contribution of resources), but the other aspects of sustainability as a whole must also be assessed: (i) institutional (including coordination, governance, networks), (ii) technical, economic and financial (as a whole), and/or (iii) social and environmental (if applicable).

7.2.2. Propose measures, if applicable, of activities and/or instruments for sustainability, which contribute to the maintenance of activities by the implementing agency and its network of partnerships.

8. Monitoring, Knowledge and Dissemination

8.1. Complementing the evaluation of the project's execution, the monitoring of the project, the production of knowledge and its dissemination must also be evaluated.

8.2. Guide for the assessment of monitoring, knowledge and dissemination. Take into account the following main aspects:

8.2.1. **PSR (Project Status Report):** Check if the IDB PSR reports are up-to-date, if indicators and/or targets are accomplished. Check if there are results and products that are not included in the PSR and that deserve additional consideration.

8.2.2. **Monitoring:** Check and evaluate how the project was monitored and its functionality.

8.2.3. **Baseline:** Check whether or not the baseline for the project has been completed and documented in the monitoring system.

8.2.4. **Partnerships:** Recount the strategic partnerships made, directly and indirectly, formally or informally, and their results.

8.2.5. **Communications and Knowledge:** Indicate how the project communicated with stakeholders - particularly external stakeholders - and the effectiveness of the approach, as well as how the project generated/ captured and shared knowledge. Was the project's knowledge management approach effective in fostering the exchange of good practices and lessons learned and in sharing knowledge products with current and potential beneficiaries and partners?

8.2.6. **Positive Externalities:** Often, projects achieve results, or influence certain aspects, or attract the attention of public and private initiatives, which were not included in its initial design and preparation, and which are not reflected in its performance and results indicators. We call these aspects "positive externalities". Indicate the existence of positive externalities of the project.

8.3. Other Activities: Other activities and / or special considerations in relation to the project, according to its peculiarities and characteristics, which the evaluator deems appropriate and relevant.

9. Key Audience of the Final Evaluation

The main audiences for this final term evaluation are TechnoServe's Brazil and global leadership teams, the IDB and the Anglo-American Foundation.

10. Deliverables

10.1. Expected deliverables: A total of three(3) deliverables, corresponding to the **Final Evaluation Report:**

10.1.1. Detailed work plan for the evaluation exercise, including timelines and resources required; and submission of data collection tools for TechnoServe approval (e.g. survey formats, interview and focus group discussion protocols, etc.).

10.1.2. Preliminary Final Evaluation Report, following the required format (Refer to Annex 1) – estimated due date: November 9, 2020

10.1.3. Final Evaluation Report, following the following the required format, and Presentation of findings – estimated due date: November 23, 2020. Including:

10.1.3.1. Final report integrating all the feedback provided by TechnoServe and the funder. The report must be written in concise and clear language, effectively integrating graphs, tables, maps and/or other relevant visual aids;

10.1.3.2. Conduct a virtual presentation of the Final Evaluation findings for representatives from the Crescer Program, TechnoServe, donors, and key partners;

10.1.3.3. Soft copies of support materials used during the presentation of findings: handouts, MS PowerPoint presentations, posters, etc.

11. Selection process and Contracting of the Evaluator

11.1. Contract: Value, Period of Performance and Payment

11.1.1. **Contracted period:** The contracted period will be approximately three (3) months, between September and December 2020.

11.1.2. **Contract Value:** The contract model will be fixed fee. For the provision of services identified in this ToR, the professional will receive the total gross amount equivalent to R\$ 150,000.00. This figure includes:

11.2.2.1. **Fees:** R\$ 140,000.00 related to fees

11.2.2.2. **Travel and Daily:** R\$ 10,000.00 related to travel, field work support, and other daily expenses, in the cities of: Belo Horizonte, Conceição do Mato Dentro, Serro, Dom Joaquim and Alvorada de Minas

11.1.3. **Payment form:** Payment will be made in 4 installments, upon presentation of the Expected Deliverables indicated in Item 10.1 above.

11.2.3.1. First payment of 15% in up to 30 calendar days of contract signing

11.2.3.2. Second payment of 15% in up to 30 calendar days of TechnoServe’s approval of the deliverable “Evaluation Work Plan and Data Collection Tools”

11.2.3.3. Third payment of 30% in up to 30 calendar days of TechnoServe’s approval of the deliverable “Preliminary Final Evaluation Report”.

11.2.3.3. Fourth payment of 40% in up to 30 calendar days of TechnoServe’s approval of the deliverable “Final Evaluation Report”

11.2. Professional Qualifications Required for the Lead Evaluator:

- Bachelor’s degree in relevant topic, Master’s degree preferred;
- 8+ years of professional experience working in economic development, poverty-reduction and/or market systems development projects.
- Experience conducting evaluations for development projects, with at least two recent evaluations conducted in projects of similar size and scope;
- Ability to relate to stakeholders at multiple levels (e.g., TechnoServe leadership and field staff, private sector business owners and managers, government representatives at various levels, program participants and youth);
- Strong domain of quantitative, qualitative and participatory evaluation methods;
- Excellent data research, analysis and presentation skills;
- Ability to quickly and creatively problem-solve while maintaining the integrity of the evaluation objectives and process;
- Ability to communicate research findings in a clear, concise and diplomatic manner;
- Ability to work in a team;
- Excellent English writing skills; ability to conduct interviews and research in both English and Portuguese.
- Proven understanding of the Brazilian socio-economic context.

11.3. Selection Criteria

The purpose of this tender is to identify consultants who have interest, experience, capacity, and operational and financial strength to provide TechnoServe the required products and services. The proposals submitted in response to these ToRs will be evaluated based on the requirements established in the tender. At TechnoServe’s sole discretion, specific proposals may be selected for follow-up questions or a verbal presentation in English or Portuguese.

The evaluation and selection of the chosen proposal will be based on the following criteria and weighting:

Criteria	Criterion Weight (%)	Factors
Professional Experience	20%	Experience evaluating Development Programs, especially in rural economic development, using multiple approaches
		Experience performing evaluations on similar and relevant topics in Brazil or similar geographies
Profile of the evaluator/ evaluation team	20%	Demonstrated understanding and knowledge of the project’s socio-economic context
		Relevant academic degree(s)
		Knowledge of economic development issues, youth and agricultural value-chain approaches
Quality of the technical proposal	35%	Innovative and mixed methodologies
		Suggested methodology with a realistic and appropriate work plan.
		Recommendations for how to add value to project findings and increase the sustainability of project approaches or results using innovative techniques for transmitting evaluation results.

		Proposed methodologies are flexible and take into consideration current local limitations around the COVID-19 contingency.
Quality of the cost proposal	25%	Cost-effectiveness and value of the cost proposal

Preference for domestic / national bidders will not be a factor in the evaluation of the offer.

TechnoServe reserves the right to award the contract to the consultant whose proposal it considers will best respond to the interest of TechnoServe and the donor.

It is estimated that bidding parties will require 2-3 working days to prepare a proposal in response to this tender.

The bidding party with the winning proposal will be notified in writing. Bidders whose proposals are not selected will also be notified.

11.4. Special considerations: COVID-19 Pandemic

On July 26, 2020, Brazil reported 2.402.255 infections and 86.591 deaths from COVID-19. By the same date, the state of Minas Gerais, where TechnoServe implements all its programs, reported 112.571 infections and 2.429 deaths from COVID-19. In the four municipalities where the Crescer Program takes place, the situation is the following:

Geography	Population	Covid-19 Cases July 26	Covid-19 Deaths July 26	Mandatory quarantine
Brazil	212.559.417	2.402.255	86.591	No
Minas Gerais	21.168.791	112.571	2.429	No
Conceição	17.842	405	2	Yes, 7 Days
Serro	20.966	72	1	No
Dom Joaquim	4.195	74	0	No
Alvorada	3.606	39	1	No

Source: <https://covid.saude.gov.br/>

Due to these circumstances and the timing of the Crescer project's Final Evaluation, bidding firms are expected to include in their technical and cost proposals special considerations that respond to the current local limitations. Examples of such considerations can include but are not limited to: remote strategies for data collection, engagement of local enumerators, equipping of field workers with protective equipment, etc. Furthermore, we encourage the bidding firms to include methodologies that respond to the different scenarios that the Brazilian government may put in place to respond to the pandemic during the period of performance (September - December 2020).

12. Proposal Preparation Instructions

In response to this tender, interested parties must submit their technical and cost proposals considering all the conditions detailed in these ToR.

12.1. Technical Proposal

The technical proposal shall observe a page limit for the main body of 13 pages (excluding annexes) and contain the following items:

12.1.1. Cover Letter, detailing the name of the consultant or consulting company, their contact information, a brief summary of their experience and work developed related to the work required by TechnoServe, during the last 5 years;

12.1.2. The offer must be submitted in English;

12.1.3. Framework for the evaluation design, methodology, and general approach to the evaluation;

12.1.4. Preliminary work plan and calendar of activities;

12.1.5. Describe the qualifications, experience, and capabilities of the consultant or consulting team to provide the type of service that is being requested in this tender. As an annex to the proposal, include detailed curriculum vitae for all proposed team members, detailing the experience and achievements in previous assessments that demonstrate the skills and knowledge necessary to meet the requirements of these ToR.

The following can be submitted as annexes to the proposal:

12.1.6. Provide at least three verifiable references of similar services with a description of the product and/or service sold and the dates;

12.1.7. Include a contact name, job title, email address and telephone numbers to facilitate communication between TechnoServe and the consultant or consulting team. In the case of a registered company, the company name and its physical address must also be included;

12.1.8. Submit consulting team or company's legal details and documentation;

12.1.9. National and Foreign Companies (in parenthesis the equivalent of Brazilian documents):

- Photocopy of the Public Deed of Constitution (Cópia do Contrato Social ou Estatuto, com suas respectivas alterações e da Ata de eleição/nomeação do representante legal em vigência);
- Legal or tax ID number of the consulting team or company (Cópia do CNPJ, ou da Inscrição Municipal e Estadual - caso tenha, senão informar isenção);
- Letter of representation of the person signing the offer;
- Financial statements of the last two years of audited operations;
- Settlement or proof showing no pending payments with the Government and pending legal matters (Certidão de Débitos com a Receita Federal, Certificado de regularidade do FGTS, Certidão Negativa de Débito Municipal, Certidão Negativa de Débitos Trabalhistas);

12.1.10. Local individual consultants:

- Copy of identity document, valid Brazilian residence card or work permit;
- Tax ID document (Cópia do CPF e Comprovante de Situação Cadastral no CPF);
- Settlement or proof showing no pending payments with the Government and pending legal matters (Certidão Negativa de Débitos Federal, Estadual e Municipal);

12.1.11. International individual consultants:

- Copy of identity document;
- Valid passport;
- Settlement or proof showing no pending payments with the Government of your country of residence and pending legal matters

12.2. Cost Proposal

12.2.1. The cost proposal shall be submitted in Excel (including calculation formulas when appropriate), be expressed in Brazilian Reals (Rs.) and should detail the proposed costs for professional fees, travel, food, local transportation, materials, communications, taxes, expenses for interview instances, and any other expenditure required to deliver all and each output related to these ToR. A brief budget narrative can accompany the cost proposal if it will aid in the comprehension of assumptions.

12.2.2. Cost proposals must be valid for a period of two months following the tender deadline.

13. Payment Schedule and Terms

The contract awarded for these ToR will be a fixed fee type contract.

The form of payment for this consultancy will be carried out in proportion to and upon contractor delivery and TechnoServe approval of each of the following deliverables:

Product/Deliverable	Payment percentage
0. At contract signing	15% of the total Contract Cost
1. Upon approval of the deliverable "Evaluation Work Plan and Data Collection Tools"	15% of the total Contract Cost
2. Upon submission and approval of the preliminary Final Evaluation Report.	30% of the total Contract Cost
3. Upon submission and approval of the complete Finalized Final Evaluation Report and delivery of presentation of findings in front of Crescer 3.0 staff and TechnoServe Management, donors and key partners' representatives..	40% of the total Contract Cost

In order to comply with the current tax legislation, all payments will be done net of the amount of taxes to be withheld which include, but are not limited to, IR, PIS, COFINS, CSLL and IOF.

14. Schedule of Events

14.1. Questions regarding these ToR may be addressed, in English, to rfplac@tns.org, and must be received no later than 5pm Sao Paulo time (GMT+3) on August 21st, 2020. Responses to all questions will be appended to the link on TechnoServe's website for these ToR no later than 7pm Sao Paulo time (GMT+3) on August 25th, 2020.

14.2. Candidates meeting the selection criteria should submit their proposals via rfplac@tns.org with the subject line "Proposal for Crescer Program Final Evaluation," no later than 11:59 pm Sao Paulo time (GMT+3) on August 28th, 2020. Technical and cost proposals should be submitted in separate files and be clearly labeled. Proposals received after the deadline will not be considered, and individual time extensions will not be available for any reason

15. General Terms and Conditions

15.1. The Consultant, Consulting team or Consulting company, and all parties constituting the consulting team or company, may have the nationality of any country. All national or international consulting firms or teams of individuals acting as a Consulting Company must be legally constituted. In the event that the candidate is a natural person, the following principles apply:

15.1.1. The Consulting company will act in representation of a group of consultants;

15.1.2. The Consulting company will receive any remuneration from TechnoServe, to be distributed among the team members as they are defined;

15.1.3. If the Consulting firm finds that any of their staff have committed serious misconduct or low performance, then the consultant shall provide in a timely manner, as a replacement a person with qualifications and experience acceptable to TechnoServe. Penalties will apply if the Consultant does not remedy a failure in the performance of their obligations under the Contract.

15.2. A bidder must meet the following requirements:

15.2.1. Use acceptable analytical frameworks such as comparison with non-project areas, surveys, involvement of stakeholders in the evaluation, and statistical analyses;

15.2.2. Use local consultants, as appropriate, to conduct portions of the evaluation; and,

15.2.3. Provide a detailed outline of the evaluation, major tasks, and specific schedules prior to initiating the evaluation.

15.3. A bidder must not have a conflict of interest. Bidders who are found to have conflict of interest shall be disqualified. Bidders shall be deemed to have a conflict of interest with one or more parties in this bidding process if they are or have been associated, directly or indirectly, with a company or with any of its affiliates which have been hired by TechnoServe to provide consulting services for the preparation of the design, technical specifications and other documents to be used in the tender for the acquisition of goods subject to these bidding Documents.

15.4. The Request for Proposal is not and shall not be considered an offer by TechnoServe.

15.5. All responses must be received on or before the date and time indicated in these ToR. All late responses will be rejected.

15.6. All unresponsive responses will be rejected.

15.7. All proposals will be considered binding offers. Prices proposed must be valid for the entire period indicated in these ToR.

15.8. All awards will be subject to TNS contractual terms and conditions and contingent on the availability of donor funding.

15.9. TNS reserves the right to accept or reject any proposal or cancel the solicitation process at any time, and shall have no liability to the proposing organizations submitting proposals for such rejection or cancellation of the request for proposals.

15.10. TNS reserves the right to accept all or part of the proposal when award is provided.

15.11. All information provided by TNS in these ToR is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.

15.12. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.

15.13. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by the bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.

ANNEXES

Annex 1 – Required Structured for the Final Evaluation Report

1. Project Presentation

a) Page 1: Cover. Activity title – “Final Evaluation Report”, Project Title, full name and acronym of the implementing agency, project number, full name of the consult(s), location and date.

b) Page 2: Project Operational Data. Brief presentation of the project (maximum one paragraph). Agreements made, dates of signatures, implementer and co-implementer, total budget, counterpart contributions by institution (if applicable, names of institutions, amounts disbursed, term of execution). (Maximum of one page).

c) Page 3: Evaluation Methodology. Briefly describe the methodology adopted for the Evaluation (purpose of the evaluation - transcribing the objectives of the evaluation and the recommendations for the evaluation, contained in the *Agreement and/or in the Single Annex to the Agreement*, the strategy adopted, visits made, interviews carried out, meetings held, information sources). Indicate the technical team of the evaluation. (Maximum of one page).

d) Page 4: Table of Contents. Detailed table: with items, sub-items, with page number indication. Indication of: numbering and title of tables, tables, graphs and attachments. (Maximum one page)

e) Page 5: Summary of Results and Sustainability. On this page, indicate: (i) A paragraph, with a maximum of 15 lines, with a summary of the project's evaluation in terms of results, impacts and relevance. (ii) A paragraph, with a maximum of 15 lines, with the synthesis of the Sustainability of the Project, in terms of its continuity passed the funding period. (Maximum of one page).

f) Positive Externalities of the Project: Provide a list of the main positive externalities of the Project, understood as all results achieved, actions taken, special participations, impacts, partnerships, among other relevant aspects, which were not included in the original objectives, goals or indicators of the Project.

g) Knowledge and Communication Products:

Provide a table or list of all the main products and communications efforts developed by the project, in particular formal knowledge exchanges and publications, giving the full title, brief purpose of the publication, brief content and, in particular, the access link.

Part A: Executive Summary

2. Executive Summary of the Project Evaluation

a) Brief summary of the evaluation, results, indicators, products, sustainability, monitoring, impacts, conclusion and recommendations. Maximum of 3 pages.

b) Special note: The evaluation consultant should pay special attention to this aspect of the Executive Summary of the Evaluation: a brief but complete text is recommended, which allows a general and clear overview of the project's performance. This report will be published internally at the IDB/FOMIN, with free access for any IDB/FOMIN professional, from any country.

Part B: Background and Current Context of the Project

3. Project Background

a) Briefly describe the background (background of the project, background of the market/sector related to the project, relevant aspects related to the project).

b) Briefly describe the Project (objectives, main indicators and targets, partnerships made, management model).

4. Current Context of the Project

- a) Context related to the market or sector in which the project is inserted, and main institutional changes related to the project's theme.
- b) Make a brief comparison between the antecedents (moment/conjuncture) in which it was conceived, prepared, executed, and the current context.
- c) General Considerations and Recommendations related to the Project in the Current Context.

Part C: Project Evaluation

5. Project Relevance

- a) The current relevance of the project, considering its objectives, results and targets, as indicated in the agreement, and in view of the current social and economic situation in the country and/or the region, the sectoral plans and strategies.
- b) General Considerations and Recommendations on the Project's Relevance

6. Project Efficiency (Management)

- a) Identify the efficiency of the project execution, through the analysis of its activities and management, as indicated in the Terms of Reference.
- b) General Considerations and Recommendations on Project Efficiency

7. Project Effectiveness (Outputs, Outcomes and Impacts)

- a) Identify the main contributions, results and impacts provided by the project. Indicate whether the objectives and goals have been met. Refer to the Terms of Reference.
- b) General Considerations and Recommendations on Project Effectiveness

8. Project Lessons Learned

- a) Identify the main lessons learned and recommendations for improvement of future programs or interventions in the same or similar areas

Part D: Project Sustainability

9. Project's Sustainability Plan

- a) Analysis of the sustainability of the project, that is to say, of continuity, once the contribution of resources is concluded and finalized. See Terms of Reference.
- b) General Considerations and Recommendations on Project Sustainability

Part E: Project Monitoring

10. Project Monitoring and Dissemination

- a) Thorough analysis of the project monitoring system, the application of the baseline, data collection and registration, the operability of the portal (include link), the follow-up of the goals and indicators of the logical framework, the organization of the final products, exchanges carried out, dissemination of experiences. See Terms of Reference.
- b) General Considerations and Recommendations on Project Monitoring and Dissemination

Part F: Conclusions

11. Conclusions, Recommendations and Considerations of the Evaluation Performed

(Note: due to the importance of this item, sub-numbering and separation by parts / sections is recommended).

a) Conclusion Part I. Summary of the Evaluation Performed: Based on the evaluated aspects (Context, Relevance, Efficiency, Effectiveness, Sustainability and Monitoring), make a brief summary on the considerations and recommendations (on the execution, to achieve results, for the sustainability, or other relevant aspect) indicated in each of the respective items.

b) Conclusion Part II. Recommendations: Based on the evaluated aspects (Context, Relevance, Efficiency, Effectiveness, Sustainability and Monitoring), propose recommendations related to any aspect that deserves special attention or attention.

c) Conclusion Part III. Additional Considerations: Additional notes of relevant perceptions of the consultancy in relation to the project as a whole, whose aspects were not covered in this term of reference, and which may contribute to the executor.

d) Conclusion Part V. Project Results Table: (i) General considerations on the Project Results Table. (ii) Based on the Logical Framework of the Project (Goal, Objectives and Components), prepare and attach a Project Results Table, according to the model below. (iii) Depending on the characteristics of the Project, the evaluator, considering it convenient, may add information, change the table to suit the presentation needs or make it in Excel. (iv) One important aspects is that the Project Results Framework clearly reflects the reality and dimension of the Project, in addition to allowing a comparison with the Logical Framework and the PSR reports.

Annex 2 – Crescer Program Logical Framework

MARCO LÓGICO PROGRAMA CRESCER					
Estrutura lógica	Narrativa	Indicadores objetivamente verificáveis	Mês 12	Mês 24 (Cum)	Mês 36 (Cum)
Super Meta	Contribuir com o desenvolvimento territorial inclusivo e sustentável dos municípios do entorno da operação da Anglo American – Minério de Ferro Brasil para a redução da dependência econômica da mineração.				
Meta	Ecossistema empresarial melhorado e renda da população da região do entorno da Anglo American aumentado.	1.1. Porcentagem de aumento das vendas dos participantes das zonas rurais.	5%	12%	20%
		1.2. Porcentagem de aumento de renda para jovens.	5%	12%	20%
		1.3. Número de novos postos de trabalho criados.	5	10	15
		1.4. Aumento do volume de contratação pública dos governos locais de produtos e serviços fornecidos por produtores dos quatro municípios do programa (em moeda local R\$).	TBD	TBD	TBD
		1.5. Valor de financiamento / crédito obtidos (em moeda local R\$).	TBD	TBD	TBD
		1.6. Número de empresas que obtém financiamento/crédito.	TBD	TBD	TBD
Resultado	<u>Direto:</u> Produtores e empresas mais produtivos e acesso ao mercado melhorado.	2.1. Número de participantes urbanos e rurais que adotam no mínimo 50% das práticas produtivas e de gestão.	65	85	130
		2.2. Porcentagem de participantes rurais que acessam novos mercados (públicos e privados).	5%	30%	50%
		2.3. Porcentagem de jovens que praticam controle de orçamento pessoal e/ou fazem poupança.	80%	80%	80%
		2.4. Número de jovens que utilizam as práticas ensinadas para se candidatar a empregos e/ou desenvolver planos de negócio.	32	65	125
		2.5. Porcentagem de processos de compras públicas que utilizam os benefícios da Lei Geral dos Municípios.	TBD	TBD	TBD
	<u>Indiretos:</u> Ecossistemas das cadeias de valor mais dinâmicos.	2.6. Número de instituições que aumentam a qualidade/quantidade de seus serviços.	1	3	7
Produto	<u>Diretos:</u>	3.1. Número de participantes urbanos e rurais graduados em novas práticas de produção e de	85	120	180

Produtores e empresas capacitados para atender o mercado.	gestão (completou ao menos 75% das capacitações).			
	3.2. Número de jovens graduados em desenvolvimento pessoal e profissional (completou ao menos 75% das capacitações).	45	90	180
	3.3. Porcentagem de participantes que cheguem a ter conhecimento mínimo de 70% transferido na capacitação.	70%	70%	70%
	3.4. Porcentagem de participantes satisfeitos com as capacitações.	70%	70%	70%
	3.5. Número de prefeituras capacitadas para aplicar a Lei Geral dos Municípios.	4	4	4
<u>Indiretos:</u> Atores do ecossistema das cadeias de valor capacitados.	3.6. Número de mesas setoriais estabelecidas e em funcionamento.	2	3	3
	3.7. Número de instituições capacitadas para melhorar a qualidade de seus serviços e / ou produtos.	7	7	7
<u>Gestão do conhecimento</u> Aprendizagem e conhecimento gerado.	4.1. Número de instituições que recebem produtos de conhecimento elaborados.	-	-	45
	4.2. Estudos de casos desenvolvimento.	-	-	4

Atividades:

1. Diagnóstico das cadeias de valor
2. Elaboração de planos de ação para cada cadeia
3. Abertura de inscrição para o programa
4. Mobilização local
5. Definição dos critérios de seleção
6. Seleção dos participantes
7. Elaboração de planos de aula e de assessorias técnicas
8. Elaboração de cronograma de execução das etapas do programa.

Annex 3 – Important Notes on the Final Report Structure

(a) **Note I:** Depending on the characteristics of the Project, the results and/or some conditionality, the evaluator, deeming convenient, may:

(i) Add additional information. (ii) Change the table/chart to suit presentation needs. (iii) Assemble an album of illustrative photos, as an attachment. (iv) Indicate video links. (v) Indicate links (or attach) newsletters, folders, or any other piece of communication. (vi) Indicate links (or attach) press articles. (vii) Indicate website/portal links. (viii) Photos, statements, video of beneficiaries. (ix) List of links (or titles) of relevant products and publications, (x) Others/Miscellaneous.

(b) **Note II:** The Report of this Evaluation must follow the structure and order of these 10 items at all times. This makes it easier for the IDB/FOMIN to compare evaluations from its broad project portfolio. And it makes it easier for the implementing agency to compare the evaluations performed.

(c) **Note III:** For each of the items in the structure of this Report, especially in items 03 to 09, there should be a final section of General Considerations and Recommendations.

(d) **Note IV:** The contents of the Report of this Evaluation must follow ALL the instructions included in the terms of reference.

(e) **Note V:** The Evaluator must take great care to prepare a final, concise and well-substantiated report, but formatted in an electronic medium that allows **easy handling** (not too "heavy", occupying too many MBs of data) that allows filing through any system and, mainly, its circulation and dissemination. by e-mail.

(f) **Note VI:** The final report must also be well-structured, (i) with a detailed summary, (ii) with separation of chapters, (iii) with indication/numbering of pages, (iv) indication/numbering of charts, tables, graphs and, above all, (v) attachments.

(g) **Note VII:** We recommend the necessary care in relation to the insertion of photos and images that could be "too heavy", and impairs the circulation of the report by e-mail and for eventual records in electronic systems. In these cases, it is recommended to use attachments.

Annex 4 – Responses to Questions Received Regarding the ToR

Q: We would like to know if you will provide all beneficiaries' contacts (phone/etc) to the supplier.

R: Yes, TechnoServe will supply the project beneficiaries' contact information to the winning bidder, or facilitate contact with project beneficiaries.

Q: Can references from clients be attached to the proposal in Portuguese?

R: The body of the Proposal must be in English, but references and original documents to be attached as annexes can be done so in Portuguese.

Q: Regarding the budget, can we offer a lower budget than the affixed 160K BRL?

R: Bidders can submit a lower budget/price.