

## REGIONAL

### RG-T3709

## PROADAPTEVALUATION STUDY

### TERMS OF REFERENCE

#### I. BACKGROUND

PROADAPT was launched in 2013 by the Multilateral Investment Fund of the IDB (MIF), now BID Lab, in partnership with the Nordic Development Fund (NDF), with the objective to support climate resilience in smaller firms, anchor firms and their supply chains, and to foster business and investment opportunities with private resilience solutions, i.e., products and services that reduce buyers' vulnerability to climate risks. In addition, PROADAPT supports thought leaders and innovative initiatives in the development and dissemination of practical tools that highlight opportunities for business and investments in climate resilience.

Climate change increases the costs of doing business and threatens local communities, livelihoods, and traditional ways of life. Climate related events negatively impact energy and water security, productive structures and business assets, value chains, and employee's health, among various other variables. MSMEs and local communities share economic, social, and natural ecosystems, and communities often serve as markets for products, services, and raw materials, and as a home to employees and their families. The vulnerability of local communities to climate change amplifies the climate threat facing enterprises, and vice versa.

Since its inception, ProAdapt has approved 12 technical cooperations in 13 countries: Argentina, Belize, Bolivia, Brazil, El Salvador, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, and Saint Lucia. The program also funded two regional publications, [Private Markets for Climate Resilience](#) (PMCR) and the [Adaptation Solutions Taxonomy](#) (ASAP) which along the other projects, provide key market assessments within sectors such as agriculture, fisheries, housing and the built environment, water and sanitation, financial services and transportation promoting knowledge generation and dissemination. To date, PROADAPT has committed all its resources US\$ \$ 5,047,071 in technical assistance and leveraged a total of US\$23 million in the region.

Although some of the projects and studies funded by PROADAPT are still in execution, and have not yet undergone an evaluation, there are many results and lessons learned to be documented. Moreover, experience gained during the rollout of PROADAPT, and emerging lessons learned will be helpful in informing the design of resilient projects in the region. As an external analysis, performed by an external contractual (the reviewer). The commissioner of the review is the Program (through the Bank, acting as its administrator).

#### II. Objectives and Scope of the Consultancy

The main objectives of the consultancy are:

1. Conducting a desk review of all PROADAPT-financed projects by analyzing:
  - a. Financial and implementation figures, including cancellations, increased implementation periods, execution quality and disbursement timing, etc.
  - b. Annual and all other available results and activity reports for each TC, including projects, knowledge products and events,
  - c. Donor reports to NDF,

- d. Alignment of each operation outcomes and outputs to the Program's objectives<sup>1</sup>, and
  - e. Governance documents
2. Reviewing all 12 projects (and all deliverables linked to each project), with the objective of exploring and identifying the extent to which the project achieved or is expected to achieve and deliver the stated objectives and activities; that is, whether (or not) expected results (outputs and outcomes) were achieved from the perspective of the intended end beneficiaries. Also entails an analysis of the factors which enhanced/or limited the delivery of outputs and achievement of outcomes; and exploring any lessons learned and recommendations to be drawn from both the project design and the implementation process.
  3. Describing and analyzing lessons learned, this task will require to cross-reference documents with online information beyond IDB Group's documents, as well as interviews with the team, NDF, executing agencies and beneficiaries.
  4. Examine the role of PROADAPT in the broader spectrum of Climate Funds used by the IDB Group and its value added.

This review is understood as an internal review, performed by an external consultant (the reviewer). The commissioner of the review is the Fund (through the Bank, acting as its administrator).

### III. Main Activities

#### 1. Work plan and methodology

The consulting Firm (CF) will present both a methodology and a work plan to outline how the main objectives will be accomplished. The utilization of a suitable range of evaluation methods and tools, including quantitative and qualitative research methods.

The work plan will fully detail: (i) the main activities undertaken during the consultancy, including use of tools e.g. draft questionnaires (ii) evaluation method for the detailed analysis of the portfolio; key criteria for the assessment, as well as means for proxy information; (iii) assessment of the following evaluation criteria: **Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability** of the Program as per the OECD evaluation criteria and measured against the original stated design; iv) a detailed chronogram which will consider principal and secondary milestones. (cf. GANTT diagram).

As part of the evaluation, the following questions will be used to guide the assessment, however they could be further developed by the evaluators in the proposal:

#### a. **Relevance: Is the intervention doing the right things?**

The extent to which the intervention objectives and design respond to beneficiaries'\* global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

Note: "Respond to" means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. "Partner/institution" includes government (national, regional, local), civil society organizations, private entities and international bodies involved in funding, implementing and/or overseeing the

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<sup>1</sup> PROADAPT was set with four main components: (i) development of climate adaptation actions plans; (ii) development of business models for building climate resilience; (iii) pilot projects for MSME climate resilience and related business opportunities; and (iv) Knowledge management and dissemination.

intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analyzing any changes in the context to assess the extent to which the intervention can be (or has been) adapted to remain relevant.

\*Beneficiaries is defined as, “the individuals, groups, or organizations, whether targeted or not, that benefit directly or indirectly, from the development intervention.” Other terms, such as rights holders or affected people, may also be used.

At the Program level:

- i. How did the governance structure prioritize the projects approved to align with country priorities and Funds targets?

At the project level:

- ii. Did the interventions cover the priorities identified in the context described in the project?

**b. Coherence: How well does the intervention fit?**

The compatibility of the intervention with other interventions in a country, sector, or institution.

Note: The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Includes internal coherence and external coherence: Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution/government, as well as the consistency of the intervention with the relevant international norms and standards to which that institution/government adheres. External coherence considers the consistency of the intervention with other actors’ interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

At the Program level:

- i. How well did the governance in place ensure the adequacy of the requests and approved projects with the guidelines of the Funds?

At the project level:

- i. How fit where the activities established on the ground?

**c. Effectiveness: Is the intervention achieving its objectives?**

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.

Note: Analysis of effectiveness involves taking account of the relative importance of the objectives or results

At the Program level:

- i. To what extent did it accomplish its primary goal “to turn climate risks into opportunities”?
- ii. How has PROADAPT added value in the overall area of climate adaptation and resilience?

At the project level:

- i. Did the interventions achieved the objectives planned?

**d. Efficiency: How well are resources being used?**

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

Note: “Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes, and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

At the Program level:

- i. To what extent did it accomplish its primary goal “to turn climate risks into opportunities”?
- ii. How has PROADAPT added value in the overall area of climate adaptation and resilience?

At the project level:

- i. How did the teams organize themselves on resource management? Identify challenges and solutions.
- ii. Did the planned resources requested allowed to attain the goals described? Explain if resources had been under or overestimated?

**e. Impact: What difference does the intervention make?**

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended, or unintended, higher-level effects.

Note: Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental, and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary, and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people’s well-being, human rights, gender equality, and the environment.

At the Program level:

- i. To which extent was the general objective attained? “to increase the climate resilience of MSMEs and the local communities in which they operate, while also increasing business opportunities for other MSMEs in the region”
- ii. Which new capacities, tools, business models and knowledge have been developed and allowed to enable MSMEs, and their supporting ecosystems, to reduce vulnerabilities to climate change and to seize related business opportunities.

At the project level:

- i. What are the main results regarding increased resilience, income opportunities and climate risk and adaptation awareness? (results and process evaluation)

- ii. What are the direct outcomes of the trainings, tools, assistance, and other activities developed under the projects (inputs) on the economic and social situation of the participants such as entrepreneurs, farmers, etc.?
- iii. Are any other positive externalities identifiable and quantifiable?

**f. Sustainability: Will the benefits last?**

The extent to which the net benefits of the intervention continue or are likely to continue.

Note: Includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks, and potential trade-offs. Depending on the timing of the evaluation, this may involve analyzing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

At the Program level:

- i. What objectives can the Funds set itself for a second phase?
- ii. How to enhance the benefits attained?

At the project level:

- i. How did the projects ensure lasting benefits? Compare the planned strategies and the strategies put in place and identify positive and negative cases to generate lessons learned.

**2. Analysis of documents**

The consultant will consider aspects related to PROADAPT's organization, administration, and operation. These documents will be provided by the IDB and shall include, but will not be necessarily limited to the following:

- PROADAPT establishment documents and donor agreements
- Annual progress and /or results reports from the Program and its projects, activity reports and feedback reports from stakeholders.
- Audited Financial statements of the 12 projects
- Theory of change and Monitoring/Results frameworks for the Program and its projects
- Project documents, including project evaluations (if available)
- Knowledge products and events
- Materials relating to organized events and seminars<sup>2</sup>.

Nonetheless the research shall also consider informal information related to the Program and publicly available which will require an online research for document to be found outside the IDB Group's official database (Cross Referencing Data). The consultant will cross-reference the data collected via primary and secondary sources to determine whether each TC project executed and delivered all planned activities and outcomes, and to identify the extent to which said activities produced the expected results and outcomes.

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<sup>2</sup> <https://www.ndf.int/what-we-finance/projects/project-database/proadapt-building-climate-resilience-in-msmes-in-latin-america-and-the-caribbean-ndf-c51.html>

### 3. Virtual interviews

The consultant will interview key PROADAPT stakeholders, including:

- PROADAPT team: ORP, GCM, IDB Lab, CSD, CCS, and Team Leaders. Based on the timeframe analyzed it will include all IDB stakeholders involved in the ProAdapt implementation which may also include former staff.
- NDF as its main co-funder
- Executing agencies,
- Relevant project partners and stakeholders, and
- Direct and end Beneficiaries.

This list is not exhaustive and will be jointly agreed-upon or revised at the inception of the consultancy.

The interviews will be conducted virtually using available remote communication technology. The methodology will include both opened/structured interviews/ and questionnaires.

### 4. Final report

The consulting firm will develop a final report on the evaluation of the Program and will base its evaluation on findings, recommendations and lessons learned from the 12 projects, including knowledge products and events, identify key variables of success or opportunities for improvement to be considered for future projects promoting resiliency in the region.

## IV. Deliverables

The consultancy firm will present the following products during the consultancy:

1. **Inception Report.** The inception report will be presented within 15 business days after the signing of the contract. This report will include a detailed work plan for the execution of the assignment, a methodology to be followed with preliminary set of instruments, and a detailed chronogram (Gantt-type), including proposed principal and secondary milestones. The coordinator of the consultancy will approve the inception report before starting with the activities.
2. **Draft Report.** A draft evaluation report will be submitted for feedback 50 business days after the signing of the contract. The draft report will present the preliminary results of the evaluation. The coordinator of the consultancy will review the draft report and provide a consolidated feedback on the document 10 business days after the delivery of the draft report. This feedback will be discussed with the consultancy firm within 15 business days, in order to ensure the appropriate content and quality of the report.
3. **Final Report.** The final report will present the methodology, findings, conclusions, recommendations, and lessons learned. The final report should be no longer than 20-page high-quality assessment report, including a 1-2 -pages executive summary. The report will include visuals (graphs, tables, figures) and annexes to support the text. The final report will include, but not necessarily will be limited to, the following sections:
  - Executive summary.
  - Description of the evaluation methodology used.
  - Description of constraints faced during the analysis.

- Analysis of the PROADAPT Program performance: description and findings.
- Analysis of projects: description and findings.
- Situational analysis about the delivery on outcomes, outputs, and process.
- Analysis of opportunities to provide guidance for future programming.
- Key findings, including best practices and lessons learned.
- Conclusions and recommendations.
- Appendices: Charts/figures, terms of reference, field visits, people interviewed, documents reviewed.

The final report should consider the feedback provided on the draft report by the IDB team leader. The final report will also include an IDB template PowerPoint presentation with main findings and recommendations, to be presented by the IDB to NDF and other interested parties.

Each report must be submitted to the Bank electronically in a single file that includes the cover, the main document, and annexes. Zip files will not be accepted as final reports due to regulations. The consultancy firm in charge of the evaluation should be available for any queries or clarification requested until 30 days after the presentation of the final report.

#### **Acceptance Criteria**

Product Management Process. To ensure alignment of expectations between the consultant, and the IDB the following process will be followed for the delivery of major written deliverable products:

- a. Consulting Firm develops Work Program;
- b. Joint review and approval of Work Program Product Document;
- c. Consulting Firm develops product;
- d. Joint review and refinement walk-through of document;
- e. Consulting Firm submits product;
- f. Bank reviews submission; and issues an acceptance email;
- g. Consulting Firm submits invoice for product.

All reports shall be written in English, in a non-technical, accessible language, with the use of acronyms kept to a minimum. Findings, conclusions must refer to specific, well documented sources, references, shall include an analysis that shows how, why the evidence presented supports the position taken.

IDB Project Team (GCM and CCS) designated staff are authorized to ultimately accept the work, the Inception Report and Final Report. The latter will also require NDF approval.

#### **V. Firm Requirements and Qualification of Key Personnel of the Consulting Firm**

The consulting firm selected to conduct the evaluation must have specific knowledge of and experience in:

- a. Conducting evaluations based on the OECD evaluation criteria
- b. Leading evaluations of complex development projects (e.g., mid-term, final evaluations) (at least 10 references).

- c. Results Based Management (RBM) approaches.
- d. In-depth experience in conducting qualitative and quantitative research.
- e. At least ten years of experience in cooperation development, including sustainable development, climate finance, evaluating multidonor funded programs and other development efforts. Specific expertise in adaptation projects and their evaluation will be required.
- f. Working with Multilateral Development Banks and private sector finance instruments, especially Multilateral Development Banks systems, processes, and previous experience of working in LAC.
- g. Previous experience of working in Latin American countries.
- h. Academic Degree/Level & Years of Professional Work Experience: at least 5 years of experience in carrying out evaluations of international development programs with a climate focus, adaptation, entrepreneurship, or early-stage vehicles expertise will be highly evaluated.
- i. Languages: English, Spanish, and Portuguese proficiency, reading and writing. must hold a Master' Degree in Public Administration, Economics, Business Administration or Public Policy or other relevant area of study. It is important that some members of the team have the language ability to conduct interviews in the countries and produce questionnaires in both languages. Though, please keep in mind draft and final reports will be in English.
- j. Areas of Expertise: knowledgeable of monitoring and evaluation strategies, international impact assessments --particularly in Latin America.
- k. Skills: must be able to: (i) measure business indicators through the gathering of background information and conducting stakeholder interviews, when applicable; (ii) facilitate communication between various levels of management; and (iii) work independently to meet deadlines. Also, must have strong methodological and research skills, expertise in monitoring and evaluation; experience collecting qualitative and quantitative data, processing surveys and other micro data; excellent writing and communication skills.
- l. Other Requirements:
  - The team will work from their home country/city and frequently communicate with IDB teams, executors, and GCM, using available remote communication technology.
  - The CF should be contracted for a lump-sum, the detail of the proposed budget should be submitted in USD, in the format normally used by the IDB.
  - However, it must provide enough detail, to allow cost evaluation, all the assumptions made in developing the budget, must be explicit.
  - The budget proposal must, at the very least, specify the costs associated, with professional fees of proposed researchers, travel expenses, direct, indirect costs, field research, data analysis and reporting.

## **VI. Supervision and Reporting**

The CSD/CCS, ORP and BID Lab teams will have the technical responsibility, of the contract execution, approval of products prepared by the CF.



The CF will report directly to Gloria Visconti, Climate Change Lead Specialist, CSD/CCS (gloriav@iadb.org), Miguel Aldaz, Operations Lead Spec, ORP/REM ([miguelaldaz@iadb.org](mailto:miguelaldaz@iadb.org)), Jennifer Doherty-Bigara, Sector Specialist, CSD/CCS (jvdoherty@iadb.org) and David Isabel, consultant ORP/GCM (david@iadb.org) who will provide feedback on deliverables and approve payments.

## **VII. Schedule of Payment**

The consultancy is expected to take six (6) months, from the signature of the contract by both parties and the payment will be based on project milestones or deliverables.

The IDB does not expect to make advance payments, under consulting contracts unless, a significant amount of travel is required.

The IDB wishes to receive the most competitive cost proposal, for the services described herein which should include honoraria and all expenses necessary to complete the work.

### **Payment Schedule**

The payment schedule for the consultancy would be as following:

- 20% within 15 days of receipt by the Bank at signature of contract
- 40% upon receipt and acceptance by the Bank of the Draft Report.
- 40 % upon acceptance by the Bank of the Final Report.

### **Annexes**

1. Portfolio
2. ADMINISTRATION AGREEMENT between THE NORDIC DEVELOPMENT FLIND and THE INTERAMERICAN DEVELOPMENT BANK regarding the project "PROADAPT: Regional Facility on Building Climate Resilience in MSMEs in Latin America and the Caribbean."

## REGIONAL

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## COMMUNICATIONS AND DISSEMINATION - PROADAPT

### TERMS OF REFERENCE

#### I. BACKGROUND

PROADAPT was launched in 2013 by the Multilateral Investment Fund of the IDB (MIF), now BID Lab, in partnership with the Nordic Development Fund (NDF), with the objective to support climate resilience in smaller firms, anchor firms and their supply chains, and to foster business and investment opportunities with private resilience solutions, i.e., products and services that reduce buyers' vulnerability to climate risks. In addition, PROADAPT supports thought leaders and innovative initiatives in the development and dissemination of practical tools that highlight opportunities for business and investments in climate resilience.

Climate change increases the costs of doing business and threatens local communities, livelihoods, and traditional ways of life. Climate related events negatively impact energy and water security, productive structures and business assets, value chains, and employee's health, among various other variables. MSMEs and local communities share economic, social, and natural ecosystems, and communities often serve as markets for products, services, and raw materials, and as a home to employees and their families. The vulnerability of local communities to climate change amplifies the climate threat facing enterprises, and vice versa.

Since its inception, ProAdapt has approved 12 technical cooperations in 13 countries: Argentina, Belize, Bolivia, Brazil, El Salvador, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, and Saint Lucia. The program also funded two regional publications, [Private Markets for Climate Resilience](#) (PMCR) and the [Adaptation Solutions Taxonomy](#) (ASAP) which along the other projects, provide key market assessments within sectors such as agriculture, fisheries, housing and the built environment, water and sanitation, financial services and transportation promoting knowledge generation and dissemination. To date, PROADAPT has committed all its resources US\$ 5,047,071 in technical assistance and leveraged a total of US\$23 million in the region.

Although some of the projects and studies funded by PROADAPT are still in execution, and have not yet undergone an evaluation, there are many results and lessons learned to be documented. Moreover, experience gained during the rollout of PROADAPT, and emerging lessons learned will be helpful in informing the design of resilient projects in the region. As an external analysis, performed by an external contractual (the reviewer). The commissioner of the review is the Program (through the Bank, acting as its administrator).

#### II. Objectives and Scope of the Consultancy

The main objectives of the consultancy are: (i) develop lessons learned based on storytelling activities that will be built upon the results of the Facility's evaluation; and (ii) communications action plan to ensure its adequate dissemination and identification of partners.

This review is understood as an internal review, performed by an external consultant (the reviewer). The commissioner of the review is the Fund (through the Bank, acting as its administrator).

### III. Main Activities

#### 5. Lessons learned deliverables

The consulting Firm (CF) will present both a methodology and a work plan to outline how the main objectives will be accomplished.

The work plan will include the translation of the evaluation's results (**Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability**) and analysis of the documents listed below, but will not be necessarily limited to the following:

- PROADAPT establishment documents and donor agreements
- Annual progress and /or results reports from the Program and its projects, activity reports and feedback reports from stakeholders.
- Audited Financial statements of the 12 projects
- Theory of change and Monitoring/Results frameworks for the Program and its projects
- Project documents, including project evaluations (if available)
- Knowledge products and events
- Materials relating to organized events and seminars<sup>3</sup>.

#### 6. Virtual interviews

The consultant will interview key PROADAPT stakeholders, including:

- PROADAPT team: ORP, GCM, IDB Lab, CSD, CCS, and Team Leaders. Based on the timeframe analyzed it will include all IDB stakeholders involved in the ProAdapt implementation which may also include former staff.
- NDF as its main co-funder
- Executing agencies,
- Relevant project partners and stakeholders, and
- Direct and end Beneficiaries.

This list is not exhaustive and will be jointly agreed-upon or revised at the inception of the consultancy.

The interviews will be conducted virtually using available remote communication technology. The methodology will include both opened/structured interviews/ and questionnaires.

#### 7. Communications Strategy

To disseminate all results and deliverables, the Firm will establish a Strategy and an Action plan.

### IV. Deliverables

The consultancy firm will present the following products during the consultancy:

4. **Inception Report.** The inception report will be presented within 15 business days after the signing of the contract. This report will include a detailed work plan for the execution of the assignment, a methodology to be followed with preliminary set of

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instruments, and a detailed chronogram (Gantt-type), including proposed principal and secondary milestones. The coordinator of the consultancy will approve the inception report before starting with the activities.

5. **Draft Report.** A draft evaluation report will be submitted for feedback 90 business days after the signing of the contract. The draft report will present the preliminary results of the evaluation. The coordinator of the consultancy will review the draft report and provide a consolidated feedback on the document 10 business days after the delivery of the draft report. This feedback will be discussed with the consultancy firm within 15 business days, in order to ensure the appropriate content and quality of the report.
6. **Final Report.** The final report will present the methodology, findings, conclusions, recommendations, and lessons learned. The final report should be no longer than 20-page high-quality assessment report, including a 1-2 -pages executive summary. The report will include visuals (graphs, tables, figures) and annexes to support the text. The final report will include, but not necessarily will be limited to, the following sections:
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  - Analysis of opportunities to provide guidance for future programming.
  - Key findings, including best practices and lessons learned.
  - Conclusions and recommendations.
  - Appendices: Charts/figures, terms of reference, field visits, people interviewed, documents reviewed.

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IDB Project Team (GCM and CCS) designated staff are authorized to ultimately accept the work, the Inception Report and Final Report. The latter will also require NDF approval.

#### **V. Firm Requirements and Qualification of Key Personnel of the Consulting Firm**

The consulting firm selected to conduct the evaluation must have specific knowledge of and experience in:

1. Conducting evaluations based on the OECD evaluation criteria
2. Leading evaluations of complex development projects (e.g., mid-term, final evaluations) (at least 10 references).
3. Results Based Management (RBM) approaches.
4. In-depth experience in conducting qualitative and quantitative research.
5. At least ten years of experience in cooperation development, including sustainable development, climate finance, evaluating multilateral funded programs and other development efforts. Specific expertise in adaptation projects and their evaluation will be required.
6. Working with Multilateral Development Banks and private sector finance instruments, especially Multilateral Development Banks systems, processes, and previous experience of working in LAC.
7. Previous experience of working in Latin American countries.
8. Academic Degree/Level & Years of Professional Work Experience: At least 5 years of experience in carrying out evaluations of international development programs with a climate focus, adaptation, entrepreneurship, or early-stage vehicles expertise will be highly evaluated.
9. Languages: English, Spanish, and Portuguese proficiency, reading and writing. must hold a Master' Degree in Public Administration, Economics, Business Administration or Public Policy or other relevant area of study. It is important that some members of the team have the language ability to conduct interviews in the countries and produce questionnaires in both languages. Though, please keep in mind draft and final reports will be in English.
10. Areas of Expertise: knowledgeable of monitoring and evaluation strategies, international impact assessments —particularly in Latin America.
11. Skills: must be able to: (i) measure business indicators through the gathering of background information and conducting stakeholder interviews, when applicable; (ii) facilitate communication between various levels of management; and (iii) work independently to meet deadlines. Also, must have strong methodological and research skills, expertise in monitoring and evaluation; experience collecting qualitative and

quantitative data, processing surveys and other micro data; excellent writing and communication skills.

#### 12. Other Requirements:

- The team will work from their home country/city and frequently communicate with IDB teams, executors, and GCM, using available remote communication technology.
- The CF should be contracted for a lump-sum, the detail of the proposed budget should be submitted in USD, in the format normally used by the IDB.
- However, it must provide enough detail, to allow cost evaluation, all the assumptions made in developing the budget, must be explicit.
- The budget proposal must, at the very least, specify the costs associated, with professional fees of proposed researchers, travel expenses, direct, indirect costs, field research, data analysis and reporting.

### VI. Supervision and Reporting

The CSD/CCS, ORP and BID Lab teams will have the technical responsibility, of the contract execution, approval of products prepared by the CF.

The CF will report directly to Gloria Visconti, Climate Change Lead Specialist, CSD/CCS ([gloriav@iadb.org](mailto:gloriav@iadb.org)), Miguel Aldaz, Operations Lead Spec, ORP/REM ([miguelaldaz@iadb.org](mailto:miguelaldaz@iadb.org)), Jennifer Doherty-Bigara, Sector Specialist, CSD/CCS ([jvdoherty@iadb.org](mailto:jvdoherty@iadb.org)) and David Isabel, consultant ORP/GCM ([davidi@iadb.org](mailto:davidi@iadb.org)) who will provide feedback on deliverables and approve payments.

### VII. Schedule of Payment

The consultancy is expected to take six (6) months, from the signature of the contract by both parties and the payment will be based on project milestones or deliverables.

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#### 3. Portfolio

4. ADMINISTRATION AGREEMENT between THE NORDIC DEVELOPMENT FLIND and THE INTERAMERICAN DEVELOPMENT BANK regarding the project "PROADAPT: Regional Facility on Building Climate Resilience in MSMEs in Latin America and the Caribbean."