

Terms of Reference

Stichting IDH

Sustainable Production of Calves Program – Impact Assessment

1. Introduction

Stichting IDH (“IDH”) accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners, and we co-invest with partners in activities that generate public goods.

On basis of these Terms of Reference (“ToR”), **IDH aims to select a party to conduct an impact study of the Sustainable Production of Calves in Brazil from January to July, 2025**

2. Background

Since 2015, IDH has been working in Brazil on an innovative approach to promoting long-term sustainable land use. We connect rural producers, companies, governments, local communities, financiers and investors to establish collective governance models. These alliances create an environment for positive and reliable dialogue, aiming to solve complex issues through a common approach: economic and social development coupled with protection of forests. As a result, agricultural products are produced sustainably, small producers and local communities are included in socio-productive chains, and natural resources are conserved and protected.

We work from a territorial approach, which seeks to promote long-term sustainable management and development, bringing together the implementation of financial solutions for a landscape, support of public policies agenda, green growth plans, PPI compacts, and co-funding projects as integral strategies for a cohesive and sustainable landscape management approach.

Through facilitating this approach, IDH aims to drive impact in the following areas, also referred to as result areas:

- **Improved landscape governance:**

In the landscapes where the Program is implemented, IDH convenes the private sector, public sector, farmers, communities, and civil society into coalitions, that define a multistakeholder vision and action plan for sustainable landscape development. The multi-stakeholder coalitions are expected to strengthen landscape governance, influence changes in policy and enforcement and ideally be institutionalized for long-term continuation beyond the duration of IDH support.

- **Change in business practices:**

IDH works with private sector companies to develop and pilot new business models that reduce negative impacts and leverage the positive effects of agricultural production on the environment and communities living in the landscape. When successful, scaling is expected by companies implementing these business models across their operations and/or by attracting additional investment from blended finance facilities.



- **Field-level sustainability:**

New business models and policies are piloted in practice with co-funding by IDH. This includes smaller trust-building / no regret interventions at the start of the program to gain trust from the stakeholders and show action beyond talking. During the course of the program, larger projects are co-funded with the private sector and other stakeholders, in order to test new solutions that will contribute to the PPI targets of the Compact signed by the multi-stakeholder coalition.

Since 2019, IDH Brazil is developing the **Sustainable Production of Calves Program**, in partnership with the private sector. The program aims to be a catalyst for transformation, not only for livestock farming in Mato Grosso, but also in other productive regions throughout Brazil, such as the state of Pará, establishing a new framework for sustainable production. In this new scenario, small calves' producers are officially recognized and placed at the forefront of an increasingly robust, fair and financially viable production chain.

The objectives of the Program are:

- a) To provide support for calves' farms so that they become profitable and investable, including:
 - Plans for the intensification of production and traceability
 - Support for CAR registration
 - Increase of average incomes

- b) To enable an innovative approach to deal with the indirect cattle supplier's issue,
 - Creating a d-free sourcing area for calves
 - To deliver results for the whole beef supply chain
 - Reaching national and international markets

- c) Increase income of smallholder calves' producers, through:
 - Training
 - Technical Assistance
 - Credit Access

The Program is taking place in three different regions of Mato Grosso and one in Pará, including around 800 producers until the end of 2025, with more than 50,000 hectares of pastureland intensified and 300,000 hectares of forest protected. In Mato Grosso, the Program is aligned with the PPI strategy and the targets set for the landscapes, helping to achieve them, such as recovering low-productivity pastures, increasing livestock production and maintaining forest vegetation.

In both Program states mentioned above, the beef value chain is one of the most important economic activities, but is also driving deforestation, this is why there's a strong connection between the activities of the programme and a broader impact aimed at promoting sustainable land use in their territories, not just within the participating farms. In the specific case of Mato Grosso, where IDH supported the creation of PCI Compacts in the regions where the Program is implemented, indirect impact in the region should be taken into account.



In 2024, a deep dive study was conducted by KIT, as part of IDH's Corporate Portfolio Mid-line Evaluation for the funding period 2021-2025, and highlighted the opportunity of working on connections with other global organizations, and to strengthen the gender strategy across the programs.

For this assignment specifically, IDH is looking for a consultant to execute an impact assessment of the Sustainable Production of Calves, in the context of its Landscape Programme in Brazil, from January to July 2025.

3. Assignment

Objectives

As stated above, IDH is looking to contract a consultant to conduct the impact study on the Sustainable Production of Calves program in the context of our Landscape Programme in Brazil, including the main program areas: Juruena Valley/MT, Pantanal/MT, Araguaia/MT, Mirassol d'Oeste/MT, Castanhhal/PA and Tucuruí/PA regions.

The main objectives of this impact study are:

- i. Measure long-term outcome and impact-level results and document challenges/ best practices of the program in its three result areas: change in business practices, improved landscape governance, and field-level sustainability. To the extent possible, this includes an analysis of IDH's **contribution** to the observed changes. Especially, reducing deforestation and protecting and restoring forests and natural ecosystems are key outcomes of the ISLA program. Therefore, a thorough analysis of the current state of forests and natural ecosystems in the landscapes is required
- ii. Measure end line values on outcome and impact indicators which will serve as input for strategic decision making by program staff and the implementing partners for the sustainability of the landscapes and IDH interventions. The list of indicators includes but not limited to:
 - a. Area of soil under restoration and rehabilitation practices (on site)
 - b. Area of cropland and other non-timber commodity production under sustainable (intensification) production and management practices (on-site)
 - c. Area of forest(ed) land under sustainable (agro) forest management or other improved conservation or protection practices (on-site)
 - d. Adoption rate of sustainable manufacturing, production, and land-use management practices
 - e. Landcover change
 - f. Number of farming households with improved net income
- iii. Identify strengths, weaknesses, and challenges in Program design and implementation=
- iv. Assess and/or give insights on whether the observed outcomes are expected to be contributing to impact in the long term.
- v. Develop data-driven recommendations for strategic changes in Program approach
- vi. Assess the relevance, coherence, effectiveness, efficiency, expected impact and sustainability of the Program.
- vii. Gather information needed to answer the relevant evaluation and learning question(s) – see below



The following questions must be examined in this evaluation:

Relevance

R1. To what extent has inclusion of the private sector in this program been relevant? Does the private sector consider the Sustainable Production of Calves Program as an effective tool in achieving their sustainability commitments?

Coherence

C1. To what extent has the program been complementary and coherent to government policies as well as other donor-funded development programs?

Effectiveness

ES1. To what extent is the program in the process of achieving the intended outcomes in the short, medium, and long term?

ES3. To what extent is the Calves Program embedded in IDH Landscape program in Brazil? To what extent has it contributed to progress toward the targets set in the landscape or PCI compact plans?

ES4. To what extent have the field-level projects contributed to sustainable natural resource (forest, water, soil) management; sustainable agricultural production; and inclusion of smallholders and local communities in the intervention landscapes?

ES2. What is the correlation between the level of resources allocated to the conservation of the native forest and the level of results achieved?

Sustainability

S1. To what extent can the Sustainable Production of Calves approach be replicated or scaled by IDH or other organizations

S.2 To what extent is it likely that the private sector and local governments that have been participating in the program continue to invest in sustainable landscape management after IDH has transitioned out of it?

IDH will share, after the contract signing, the list of documents below:

1. TOC and Narratives
2. Key milestone 2021-2025
3. Landscape/Program/Project shapefiles
4. Landscape monitoring (must)
5. Project documents – Proposal, Reports, KPIs and evidence
6. Donor's program documents (proposal, plan and report)
7. Studies, reports

Deliverables

1. **Inception phase:** We foresee an inception phase in which there is sufficient space for alignment on the scope, methodology, tools, and practicalities. This includes a preparatory phase where the consultants will meet with the team for a detailed briefing of IDH's approach



and activities in the area. Then there will be time for a desk review of key documents, including proposals, results chains, and the M&E framework. It is also expected that the consultant elaborates in the inception report on practical strategies to collect and analyse the data. To ensure participation, we suggest that the evaluators facilitate a kick-off workshop and a session to discuss an action plan that further outlines the evaluation activities (see deliverables below).

2. **Data-collection:** IDH will support service provider in identification of partners, review and validation of survey tool/questions, validation of work/action/plan and mobilization of respondents.
3. **Analysis, reporting and dissemination:** we expect an integrated analysis of the results from different methods. Learning is one of the key objectives of this evaluation. We also expect the results of the study to be disseminated during a workshop with IDH program staff and implementing partners, with a PowerPoint supporting the final report.

Deliverables of assignment*	Deadline
1. TOR publication	17 Dec 2024
2. Deadline for proposals	17 Jan 2025
3. Selection results confirmed	27 Jan 2025
4. Briefing meeting	29 Jan 2025
5. Kick-off workshop	31 Jan 2025
6. Data collection	07 Feb 2025
7. Inception report	14 Feb 2025
Inception report including the tools, sampling frame, evaluation matrix and fieldwork plan.	
Data collection	
Power Point presentation summarizing the main preliminary results.	15 May 2025
8. First draft final evaluation Report	20 May 2025
8.1. The draft report should be maximum 50 pages, including at least the following: <ul style="list-style-type: none"> - Executive summary - Introduction and comprehensive description of the methodological framework outlining how the study was designed, including limitations. - Section that addresses the evaluation criteria and questions - Conclusions and recommendations 	
Feedback round on draft report	10 June 2025
9. Final Report & Slide deck of key evaluation findings	10 July 2025

*All deliverables must be presented in the following languages: English and Portuguese

4. Selection Procedure

The procedure will be as follows:

1. Publishing the tender for services providers to submit a proposal based on this ToR.
2. Evaluation of the proposals by the evaluation committee. The evaluation committee will evaluate the proposals based on the selection criteria as published in this ToR.
3. Decision on selection of the Applicant.



4. Inception meeting with the selected Applicant.

The schedule below indicates the timelines for the tender procedure:

Tender process	Timeline
ToR published	17 th Dec 2024
Deadline for submission of proposals**	17 th Jan 2025
Selection of Applicant	27 th Jan 2025
Start of assignment	31 st Jan 2025

** Proposals submitted after the deadline will be returned and will not be considered in the tender procedure.

After the deadline to submit a proposal has passed, the evaluation committee will evaluate the proposals.

The proposals will first be tested for completeness:

- The absence of the documents referred to in Section 5 of this document can lead to exclusion from further participation in the tender procedure. This is also the case when minimum requirements listed in this ToR are not met.
- If the proposal is complete, the evaluation committee will evaluate the proposal based on the criteria outlined in section 6.

The assignment will be awarded to the service provider with the most economically advantageous tender. This is determined based on the evaluation criteria price and quality.

IDH will reject the proposal if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

5. Proposal requirements

IDH is requesting the service providers to hand in a proposal of maximum 15 pages (excluding company biographies, CVs, sample work, declarations and evidence specifically requested in section 6 and references). The proposal must be handed in a MS Word or PowerPoint version next to a PDF submission to facilitate any copy-and-pasting of content that we may need during evaluation.



The proposal must at least include:

Content:

- a. Understanding of and comment on the ToR.
- b. Approach and methodology outlining how the consultant intends to go about achieving the objectives of the Consultancy, including risks and mitigation strategies, if any.
- c. A detailed workplan with timeline for the activities and deliverables.
- d. Presentation of the Consulting Team including: Name, role, and brief introduction of each team member's profile, roles & responsibilities for the assignment.
- e. Budget presented in Euros (including VAT and all other applicable taxes) with a break-down down in accordance with the activities to be conducted, team members involved in the activities, with the number of days they are involved in each activity and their daily rate.

In Annex:

- a. Detailed CV of each consulting team member.
- b. An introduction of the Consulting firm/Consultant, notably: year of establishment, company profile, general overview of the company, vision, values, and specific expertise
- c. A presentation under matrix format of similar consultancies completed over the past 5 years. The matrix should include: name of the project/consultancy, location and country of the project/consultancy, starting and ending date of the project/consultancy, value of the contract, description of the services.
- d. Statement on Ground for exclusion (see section 7 below)

Please note: Applicants are encouraged to utilize environmentally-sound products and/or services as part its proposals, including limiting the amount of travel to perform the services and, where relevant and appropriate, rather use virtual meetings.

Administrative:

- a. Declaration and payment of tax in accordance with the relevant national legislation,
- b. Declaration confirming that it is free from debts regarding taxes and social security contributions,
- c. Proof of registration with a national registrar of companies, if applicable,
- d. Completed detail request form (annex 1)
- e. Copy of most recent (audited) financial accounts, if applicable,
- f. Statement of acceptance draft contract (annex 4)



The proposal must be submitted to Manuela Santos at malufsantos@idhtrade.org and Nathália Monéa at monea@idhtrade.org before **17 January 2025 at 18h00 (Brasília time)**.

6. Testing and weighing

The assignment will be awarded to the Applicant with the most economically advantageous tender. The most economically advantageous tender is determined on the basis of the evaluation criteria of price and quality.

Grounds for exclusion

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

Applicants must confirm in writing that they are not in one of the situations as listed above.

2. Applicants shall further observe the highest standards of ethics during the procurement and execution of contracts, including without limitation:
 - a. Not making use of child labour or forced labour and/or practice discrimination and respecting the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).
 - b. Respecting basic social rights and environmental aspects.
 - c. Having zero-tolerance for corruption and financial irregularities.



- d. Having zero-tolerance for inaction to sexual exploitation, sexual abuse, and sexual harassment (SEAH).

Conflict of Interest

Applicants shall not have a conflict of interest in submitting a tender application to IDH. Conflict of interest refers to any situation where an applicant's application may be compromised or not impartial and objective for reasons involving family, personal life, political or national affinity, economic interest or any other connection or shared interest with another person. Should the applicant suspect any potential conflicts of interest on its part, it shall submit a written statement setting forth all conditions and circumstances of such potential conflict(s) of interest to IDH together with its application.

Scoring and weighing

The evaluation criteria are compared and weighed according to the procedure below. This concerns a general outline of the scoring methodology and an explanation how the service provider can demonstrate compliance with the requirements.

Step 1 - Criterion Quality

Evaluation scores will be awarded for each of the components. The evaluation committee will score each component unanimously.

IDH values quality highly, therefore a minimum grade of 3 must be scored by the service provider on each component. If the service provider scores a grade of 3 or less on one of the components he will be excluded from the tender procedure and awarding the contract.

The proposal will be assessed based on the following selection criteria:

Component	Criteria	Max. Grading
1 Proposal overall	The extent to which the proposal meets the requirements set out in Section 3 above and throughout this document. Can the Applicant deliver the requirement deliverables? Will the Applicant be able to deliver a comprehensive solution?	5
2 Design and Development process	The extent to which the Applicant demonstrates that a clear design and development process will be followed and IDH is adequately consulted for input during the design and development. The extent to which it is clear what is required of IDH in terms of human resources, digital assets and other input to deliver the Assignment without being too onerous on IDH staff.	5



3	Track record	The extent to which the Applicant presents the required level of expertise and knowledge to fulfil the requirements both at team member and company level. To extent to which the Applicant gives a clear description of the project team, relevant (delivering similar projects) experience of team members and time allocation per team member. Relevant experience in non-profit sector is advantageous.	5
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The evaluation committee will unanimously score each component by assigning scores from 1 to the maximum grading, with the maximum grading representing optimal performance on the component and 1 representing extremely poor performance on the respective component.

Step 2 - Criterion price

A combined price in Euros (*including VAT and all other applicable taxes*) is to be presented. This is to be broken down by team member rate and hours.

The criterion of assessment is “the best price for the proposed level of quality” with a maximum grading of 5.

Step 3 - Weighting

The final score will be weighted 75% on Quality and 25% on Price.

If scores of service providers are equal, priority will be based on the total scores that were given for the Criterion Quality. The assignment will be awarded to the service provider that has received the highest score for the Criterion Quality. If the evaluation of the Criterion Quality does not lead to a distinction, the score for the component “Proposal overall” will be decisive. If this does not lead to a distinction, the ranking will be determined by the drawing of lots.

Award

Once IDH has decided to which Applicant it intends to award the assignment, a written notification thereof is sent to all Applicants participating in the tender procedure.

The Applicant is contracted via a letter of assignment, following IDH’s template ([Annex 2](#)).

7. Communication and Confidentiality

The Service provider will ensure that all its contacts with IDH, with regards to the tender, during the tender procedure take place exclusively in writing by e-mail to Manuela Santos via malufsantos@idhtrade.org. The Service provider is thus explicitly prohibited, to prevent discrimination



of the other Service providers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled confidentiality. The Service provider will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Service provider or its engaged third parties will give IDH grounds for exclusion of the Service provider, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Service providers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Service provider.

8. Disclaimer

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

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

By handing in a proposal, participants accept all terms and reservations made in this ToR, and subsequent information and documentation in this tender procedure.

9. Annexes

Annex 1: Detail request form

Annex 2: Letter of Assignment

Annex 3: IDH General Terms and Conditions for Services

Annex 4: Statement of acceptance draft contract

Detail Request Form

LETTER OF ASSIGNMENT

DISCLAIMER: The sole purpose of this document is to gather relevant company information that may later be included in a Letter of Assignment. This document is not legally binding and no rights can be derived therefrom.

IDH kindly requests that you complete the fields in this form so IDH has the details needed to create an accurate and complete contract. There is space below for additional information if needed.

The contents of this form will not be released to third parties without prior written notice and approval.

Please attach copies of the items listed below, as well as any other additional documentation that is necessary or requested:

- Chamber of Commerce Extract (or equivalent)
- Any other additional documentation that is necessary or requested.

1. Consultant Details

Company Name: ⓘ

Name of Consultant: ⓘ

Form and Country of Legal Incorporation: ⓘ

Registration Number: ⓘ

Name of Registration Authority: ⓘ

Registered Address: ⓘ

Name of Legal Signatory: ⓘ

2. Bank Details

Bank Name:

Country:

Account Name:

Account Number:

Routing / ABA Number:

SWIFT Code:

3. Additional Information

Contracting process

After your contact person at IDH has received the details requested in this form, the contract will be drafted and send to you in PDF for a review. If there are any comments from your side, please inform your contact person at IDH. Once your contact person has received your approval, the draft version of the contract will be finalized. The contract will be signed and sent to you via Docusign for your signature. Once both parties have signed the contract, the signed version will be shared with you in PDF.

[THIS DOCUMENT IS A DRAFT CONTRACT PROVIDED FOR THE PURPOSE OF REVIEW AND IS PENDING REVIEW AND APPROVAL BY THE IDH LEGAL TEAM. AS SUCH, ALL INFORMATION HEREIN IS SUBJECT TO CHANGE AND DOES NOT BIND IDH IN ANY WAY.]

LETTER OF ASSIGNMENT ("AGREEMENT")

THE PARTIES:

Stichting IDH, a foundation under the laws of the Netherlands, registered with the Dutch Chamber of Commerce under number 53521129, having its registered office and its place of business at Arthur van Schendelstraat 500, (3511 MH) Utrecht, the Netherlands, in this matter duly represented by **[Mr./ Mrs. name representative]**, hereinafter referred to as "**IDH**", and;

[Name Partner], a [form of legal incorporation] under the laws of [name country], registered with the [name National Registration Authority] under number [registration number], having its registered office and its place of business at [address], [name country], in this matter duly represented by Mr./Mrs. [name representative], hereinafter referred to as the "**Consultant**".

IDH and the Consultant also together referred to as the "**Parties**" and individually as "**Party**".

HEREBY AGREE AS FOLLOWS:

1. The IDH General Terms and Conditions for Services (attached hereto as Annex 1) (hereinafter referred to as the "**IDH General Terms and Conditions**") apply to this Agreement between IDH and the Consultant.
2. Unless otherwise specifically agreed to by the Parties, in the event of any conflict between the terms of this Agreement and its annexes, the following order or precedence will be applied: i) the terms of this Agreement; ii) the IDH General Terms and Conditions; iii) the Proposal; iv) other annexed documents, if relevant.

Scope of Services

3. The Consultant will provide services to IDH with regard to **[insert generic type of services]** (the "**Services**"), in accordance with the proposal enclosed to this letter as Annex 2 (the "**Proposal**"), which includes the approved budget and planning, all of which are integral part of this Agreement. The Services shall consist of the following:

- I. example
- II. example
- III. example

This will result in the following deliverables:

- I. example
- II. example
- III. example

4. The Services by the Consultant will be completed before date.

5. The Consultant hereby agrees that the Services under this Agreement shall actually be performed by the following project team: insert name(s). Notwithstanding the individual(s) assigned to the Services, the Consultant remains responsible and liable for the Services under this Agreement.

Payment

6. For the satisfactory completion of the Services in compliance with the Proposal, the Consultant is entitled to a payment of EUR [amount] (including VAT and all applicable other taxes), based on consultancy fees calculated in the budget.
7. If IDH and the Consultant agree that additional time is needed to complete the Services, Parties will confirm their agreement to the amount of additional time needed in an addendum to this Agreement. The Parties agree that the rates used in calculating the cost of such agreed additional time spent by the Consultant on the Services will be in accordance with the rates set out in the Proposal.
8. The Consultant will invoice the amount due in two equal parts: the first invoice (which includes an advance payment for any expenses included in the Proposal) may be sent after signing of this Agreement, the second invoice can be sent after IDH's written approval of satisfactory completion of Services. The second invoice should include a settlement of the actual expenses made: in the event the Consultant spends less than the expenses budgeted in the Proposal, the actual costs shall be settled accordingly with the final invoice. The invoices shall make specific reference to the contract number [Salesforce number] and be sent by email to: 'invoice@idhtrade.org'.
9. Any expenses made within the scope of this assignment shall only be reimbursed against original receipts, to be provided to IDH by the Consultant together with the final invoice. Any additional expenses not contained in the Proposal must be approved by IDH in writing, prior to making the expenses.
10. All funds provided by IDH will be transferred and disbursed to the Consultant at the following bank account:

Bank Name:	Name bank + country
Account Name:	•
Account Number:	•
Routing/ABA Number:	•
SWIFT Code:	•

Intellectual Property

11. The Consultant acknowledges that IDH is and maintains to be the owner of all intellectual property arising from the performance of this Agreement, including but not limited to copyrights, database rights, trademarks, patents and know how (the "**Arising Intellectual Property**").
12. Any Arising Intellectual Property vested in the Consultant is hereby transferred, assigned and delivered to IDH (in advance), including the right to publicly communicate about the Project. The aforementioned transfer, assignment and delivery is hereby accepted by the Consultant and IDH (in advance).

Exclusivity

13. This is a non-exclusive Agreement and it preserves the right of each Party to work independently or with other persons or organisations on other programs or programs covering activities similar or identical to the subject of this Agreement anywhere in the world.

14. Nothing in this Agreement shall be construed as constituting the Parties as partners or as creating between such parties the relationships of employer and employee.

Duration

15. The Agreement will be effective as from date and shall terminate automatically on date, unless extended by the Parties in writing.

16. Any Party may exit the Agreement before the end of the term of the Agreement, subject to 30 days written notice.

17. The rights and obligations of the Parties which by nature are meant to survive this termination, shall not terminate on this date.

SIGNATURE PAGE FOLLOWS



SIGNED BY THE PARTIES FOR AGREEMENT:

For IDH

Name:
Position:
Date: _____

For the Consultant

Name:
Position:
Date: _____

Attached to and integral part of this Agreement are:
Annex 1: IDH General Terms and Conditions for Services
Annex 2: insert name Proposal

IDH SUSTAINABLE TRADE INITIATIVE GENERAL TERMS AND CONDITIONS for services

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These General Terms & Conditions for services of IDH Sustainable Trade Initiative (“IDH”) state the rights and obligations of both the contracting party and IDH regarding their cooperation in general. Specific rights and obligations are agreed to in a separate agreement between the contracting party and IDH.

I. GENERAL CONDITIONS

1. DEFINITIONS

1.1. In these General Terms and Conditions of IDH Sustainable Trade Initiative, the following definitions apply:

“IDH”: Stichting IDH Sustainable Trade Initiative, a foundation under the laws of the Netherlands, registered with the Dutch Chamber of Commerce under number 53521129, having its registered office and its place of business at Arthur van Schendelstraat 500 (3511 MH) Utrecht, the Netherlands.

“Contracting Party”: The party (or parties) that has/ have been awarded an assignment by IDH for providing services.

“Party” / “Parties”: IDH and the Contracting Party individually and collectively.

“Affiliates”: affiliates and/or subsidiaries (*groeps- en/of dochtervennootschappen*) within the definition of section 2:24 a and b of the Dutch Civil Code (*Burgerlijk Wetboek*);

“IDH General Terms and Conditions for services”: The terms & conditions in this document.

“Letter of Assignment”: the specific agreement (and all amendments thereto) between IDH and the Contracting Party in which IDH and the Contracting Party agree that the Contracting Party will provide services for IDH (under section 7:400 of the Dutch Civil Code (‘overeenkomst van opdracht’).

“Entire Agreement”: The IDH General Terms and Conditions for services and the Letter of Assignment together, as well as any annexes or other documents and terms and conditions which are applicable to the relationship between IDH and the Contracting Party (‘Additional Conditions’) and to which the Letter of Assignment expressly refers.

“Services”: The services to be performed by the Contracting Party pursuant to the Letter of Assignment.

2. APPLICABILITY OF THE IDH GENERAL TERMS AND CONDITIONS FOR SERVICES

2.1 The IDH General Terms and Conditions for services apply to the Entire Agreement between the Contracting Party and IDH. The applicability of any of the Contracting Party’s conditions or other conditions is expressly excluded.

2.2 IDH has the right to change or add to the IDH General Terms and Conditions for services. IDH

will notify the Contracting Party of any changes and/or additions before they take effect.

- 2.3 In case of inconsistencies between the General Terms & Conditions and the Letter of Assignment, the Letter of Assignment will prevail over the General Terms & Conditions.

3. LIMITATION OF LIABILITY

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

4. INDEPENDENCE

- 4.1 The Contracting Party is not a legal signatory for IDH and does therefore not have the mandate to sign any contracts or other legally binding documentation on behalf of IDH.
- 4.2 The Entire Agreement does not, in any way, constitute an employment agreement between the Contracting Party and IDH. Therefore the Contracting Party shall be fully responsible for the payment of all taxes, social security and other costs and obligations. IDH cannot be held liable for any financial claims in this respect.

5. FRAUD AND CORRUPTION

- 5.1 The Parties are aware of the IDH Code of Conduct (which can be found [here](#), or via the 'Our policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>). The IDH Code of Conduct provides the ethical framework in which IDH and any party contracted by IDH must operate. It provides an overview of the values, commitments, responsibilities and integrity that IDH stands for. IDH expects its business partners to apply similar standards of conduct when providing services for IDH.
- 5.2 The Parties will not offer to third parties or seek or accept from third parties, for themselves or for any other party, any gift, remuneration, compensation or benefit of any kind whatsoever, which would be deemed corrupt or illegal.
- 5.3 The Parties will refrain from providing any form of support to activities that have the goal of undermining the political independence of a state, or unlawfully overthrowing a lawful government. The 'lawfulness' (or unlawfulness)

referred to in this clause is not solely defined by the opinions or views of the government in question, but is also defined by international standards and/or international law.

- 5.4 IDH partners and persons associated with IDH projects who become aware or suspect the existence of fraud, corruption or bribery shall bring it to the attention of IDH.

6. CONFLICT OF INTEREST

- 6.1 The Contracting Party and/ or any subcontracted third party will inform IDH in writing without delay in the event there are any (potential) conflicts of interest relating to the activities under the Entire Agreement. Such party shall immediately take all necessary steps to resolve the (potential) conflict of interest. IDH reserves the right to verify whether the measures taken are appropriate and may require additional measures to be taken if necessary.
- 6.2 For the avoidance of doubt, a (potential) conflict of interest shall include all activities that would lead to and partial and/ or non- objective performance of the Entire Agreement.

7. DATA AND PRIVACY

- 7.1 The privacy statement for business partners and consultants can be found [here](#) or via the 'Our Policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>.

8. PROCESSING OF PERSONAL DATA

- 8.1 With regards to the processing of personal data under the Agreement, within the meaning of Article 4 (2) of the General Data Protection Regulation ("GDPR"), both Parties are deemed to be controller within the meaning of Article 4 (7) GDPR.
- 8.2 Parties shall:
- process personal data in accordance with applicable laws and regulations regarding the processing of personal data, including but not limited to the GDPR;
 - provide each other reasonable cooperation and assistance, for example with respect to the handling of requests of data subjects and the performance of data protection impact assessments, to ensure that each Party complies with applicable laws and regulations.
- 8.3 The Contracting Party shall:
- only process personal data of data subjects in order to comply with its obligations under

the Agreement and not for any other purposes;

- b. limit the provision of personal data to IDH to what is strictly necessary to fulfill its obligations under the Agreement;
- c. inform the data subject with respect to the processing of personal data by both Parties in accordance with the GDPR. Upon request IDH shall provide relevant information for the provision of such information;

8.4 Upon detection of a personal data breach as defined under article 4 of the GDPR ("Data Breach") with respect to the Personal Data, the Contracting Party shall promptly notify IDH of said Data Breach, and shall ensure that the Data Breach is handled and data subjects and/or supervisory authorities are notified in accordance with the GDPR.

8.5 The Contracting Party shall fully indemnify and hold IDH harmless from and against any and all damages, loss, costs, fines from regulatory or supervisory authorities, charges, expenses, legal fees and disbursements and any other liabilities suffered as a result of or in connection with the processing of personal data and any breach of this Agreement by [Consultant/ the Contracting Party] or its employees or other representatives.

9. ICSR

9.1 The Contracting Party aims to cooperate in the Program in a manner that is compatible with the *ICSR Policy* of IDH, which can be found [here](#), or via the 'Our Policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>.

10. COMPETITION COMPLIANCE

10.1 The Contracting Party specifically acknowledges that IDH works in compliance with competition laws and principles as set out in IDH's *Competition Compliance Policy*, (which can be found [here](#), or via the 'Our policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>) IDH and the Contracting Party, individually and collectively, shall not engage in any behavior that restricts competition. IDH and the Contracting Party are free to enter into any agreements with third parties.

11. SAFEGUARDING

11.1 The Parties are aware of the IDH Safeguarding Policy (which can be found [here](#), or via the 'Our

Policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>).

11.2 The Parties have a zero-tolerance approach towards any form of sexual exploitation, abuse and harassment. The Contracting Party will comply with IDH's Safeguarding Policy and shall take all reasonable steps to prevent the sexual exploitation, abuse and harassment of any person linked to the execution of the Entire Agreement by both its employees and any third party subcontracted in relation to the execution of activities under the Entire Agreement.

11.3 The Contracting Party shall immediately report to IDH any breach of the Safeguarding Policy and credible suspicions of, or actual incidents of sexual exploitation, abuse or harassment related to the Entire Agreement. The Contracting Party will assess credibility based on the source of the allegation, the content, and the level of detail or evidence provided. The Contracting Party can use the reporting mechanisms described in articles 12.1 and 12.2 below.

11.4 The Contracting Party shall also report any credible suspicions of, or actual incidents that are not directly related to the Entire Agreement but could be of significant impact to IDH's reputation or partnerships with its donors. The Contracting Party can use the reporting mechanisms described in articles 12.1 and 12.2 below.

11.5 The Parties will fully co-operate with investigations into such incidents.

11.6 If the Contracting Party fails to comply with the IDH Safeguarding Policy or commits a breach of any of the terms included in article 11 IDH has the right to immediately terminate the Entire Agreement without the risk of incurring liability for damages or compensation.

12. SPEAKUP

12.1 IDH is committed to conducting its work with honesty, dignity, fairness and with respect for each other and the law. The Contracting Party is encouraged to report to IDH any (suspected) violation by the Contracting Party's staff, IDH's staff or third parties of IDH's values and principles included in IDH's Code of Conduct, other IDH policies or laws or regulations that has occurred or may occur in relation to the Entire Agreement. The Contracting Party can report this directly to its contact person at IDH, to IDH's

Executive Board or by using IDH's SpeakUp line.

12.2 IDH's SpeakUp line can be accessed online or by phone. Click [here](#) for a list of free phone numbers in each country or to report online. For more information, please refer to the SpeakUp policy (which can be found [here](#), or via the 'Our Policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>).

12.3 The Contracting Party shall promote the IDH SpeakUp line with its employees and any third party related to the execution of activities under the Entire Agreement, as well as the individuals and communities directly affected by the activities under the Entire Agreement. The Contracting Party shall use the communications materials provided by IDH (which can be found [here](#), or via the 'Our Policies' tab on the 'About' webpage: <https://www.idhsustainabletrade.com/policies>).

II. PERFORMANCE OF THE SERVICES

13. RESPONSIBILITIES OF THE CONTRACTING PARTY

13.1 The Contracting Party is responsible for execution, coordination and results of the Services, as well as reporting on the Services to IDH, as agreed between the Parties in the Letter of Assignment. The Contracting Party must do so with the necessary care and transparency, and in accordance with the terms and conditions of the Entire Agreement.

13.2 The Parties agree to define "satisfactory completion of the Services" under the Letter of Assignment as the Contracting Party providing IDH with the deliverables described in the proposal attached to the Letter of Assignment and approval of these deliverables by IDH in writing (e-mail included). If satisfactory completion of the Services is not (fully) achieved, IDH shall have the right to adjust future payment, terminate payment and/or demand repayment of any payment, proportionate to the budget of the uncompleted (part of) the assignment.

14. DELAYS, UNFORSEEN CIRCUMSTANCES, CHANGES TO THE SERVICES

14.1 The Parties are obliged to promptly inform each other and consult with each other regarding any (suspected) changes in circumstances or irregularities that may affect the performance of the Services, and/or affect compliance with the Entire Agreement. Such notifications should include the financial interests involved (if

applicable) as well as mitigating measures taken.

15. COMPLIANCE WITH LOCAL LAWS

14.1 In the performance of the Services, the Contracting Party must comply with all applicable laws and respect internationally recognized human rights, multilateral environmental agreements and internationally agreed core labor standards.

15.2 In the event of conflict between applicable laws and internationally recognized human rights, multilateral environmental agreements and/or internationally agreed core labor standards, the Contracting Party shall seek ways to respect the principles of internationally recognized human rights, multilateral environmental agreements and/or internationally agreed core labor standards to the greatest extent possible given the circumstances.

15.3 In case a breach of article 15.1 occurs or such actual or potential conflict, as referred to in article 15.2, arises under the Entire Agreement, the Contracting Party shall immediately inform IDH in writing of the breach or of the actual or potential conflict and must request IDH's approval prior to continuing the performance of Services.

16. THIRD PARTY COMPLIANCE

16.1 The Contracting Party will not assign the Entire Agreement or transfer any right or obligation thereunder to an Affiliate or any third party without the prior written consent of IDH.

16.2 The Contracting Party will ensure that any and all of the terms and conditions in the Entire Agreement shall be incorporated in equivalent contract terms in any sub-contract between the Contracting Party and a third party related to the execution of activities by the Contracting Party under the Entire Agreement. Any engagement of the Contracting Party with third parties in relation to the Letter of Assignment must be in writing and will not relieve the Contracting Party of its responsibility for the third parties' performance.

17. INSURANCES

17.1 The Contracting Party is responsible for their own insurances, social premiums, income tax and any other levies related to the Project regarding their performance of the activities related to their roles and responsibilities under the Entire Agreement.

18. GOOD ADMINISTRATION

18.1 In order to provide proof that the activities under the scope of the Services have indeed been executed as agreed to between IDH and the Contracting Party in the Letter of Assignment, as well as for the purpose of good governance in general, the Contracting Party is required to

have and maintain a proper and transparent (financial) administration and management.

19. RIGHT TO AN ADDITIONAL AUDIT

19.1 IDH, or any third party nominated by IDH, shall have the right to carry out audits of the Contracting Party's and/or subcontracted third parties' records to verify compliance with the provisions of the Entire Agreement, as may be relevant. IDH shall further be entitled to carry out audits of the Contracting Party's and/or subcontracted third parties' books and records insofar as they relate to the Services under the Entire Agreement and the manner in which the Services have been performed by the Contracting Party. In this respect, IDH, or any third party nominated by IDH, shall have access to all records, including systems and computers where information is stored electronically, and to all other material and records related to the performance of the Entire Agreement. Such information will be treated as confidential and will be used exclusively for auditing. Information once verified will not be used for any other purpose without the prior written consent of the party to whom it relates. Any extra costs related to an additional audit referred to in this clause shall be agreed to between the Parties in writing.

19.2 The Contracting Party shall maintain the material and records referred to in clause 18.1 until expiry of a period of two (2) years from the date of termination of the Entire Agreement or for the length of time required under the applicable law, whichever is longer.

III. FINANCIAL CONDITIONS

20. FUNDING BY IDH

20.1 IDH reserves the right to adjust any future installments due to the Contracting Party, or to (proportionally) reassign or reclaim any amount already transferred to the Contracting Party, in the event that the Contracting Party, without the prior written consent of IDH, does not fulfil, or not fulfil on time, its obligations under the Entire Agreement.

21. EXCHANGE RATES

21.2 For all payments made by IDH to the Contracting Party under the scope of the Letter of Assignment, the exchange rate of the day of receipt by the Contracting Party of the IDH's contribution(s) is applicable.

22. TRANSFER OF FUNDS & PAYMENT CONDITIONS

22.1 Payment requests sent to IDH by the Contracting Party must contain the total amount to be transferred and a reference to the IDH contract number (in Letter of Assignment) that the payment relates to. Payment will be made

by IDH within 45 days after receiving a payment request, provided such is in accordance with the terms and conditions in the Entire Agreement.

22.2 IDH is an organization that is dependent on funding from multiple donors and subject to various levels of (government) approvals for payments. IDH will use its best efforts to transfer the payment to the Contracting Party on time in accordance with the Entire Agreement. However, a late payment by IDH, notwithstanding IDH's best efforts, that is later than 45 days but no more than 60 days later than the date of the payment request, will not be considered a breach of the Entire Agreement. For payments received later than 60 days, the Contracting Party has the right to adapt the planning of the Services to ensure, to the extent possible, uninterrupted delivery of the deliverables agreed to in the Letter of Assignment. The Contracting Party must notify IDH of the adapted planning as soon as possible.

IV. CONFIDENTIALITY

23. CONFIDENTIALITY

23.1 It is understood and agreed to that certain information may be provided to the Contracting Party by IDH and/or any other parties, in the context of this assignment, that is and must be kept confidential. Both during the term of this Agreement and after the termination thereof, for whatever reason, the Contracting Party or its substitute shall refrain from disclosing, in any way whatsoever and to any other party, any information of a confidential nature regarding IDH's activities which has come to the Contracting Party's or its substitute's attention in the course of performing the Services under this Agreement and whose confidential nature is clear or should reasonably be clear. This obligation shall apply, by way of example and without limitation, to any technical, financial and other information, the names of partners, proposed transactions, computer software, computer systems and databases, patent and/or trade secret laws.

V. INTELLECTUAL PROPERTY

24. INTELLECTUAL PROPERTY

24.1 If IDH's donors, or the governments they may relate to, request use of reports, documentation, studies, publications, logo's or other material that is Arising Intellectual Property belonging (jointly) to IDH or free to use by IDH, IDH is free to share such information with the donor freely and without the consent of the Contracting Party.

24.2 Nothing contained in this Entire Agreement shall affect the absolute and unfettered rights of each

Party in all materials, inventions, discoveries and intellectual property owned or controlled by that Party independently of the subject matter of the Entire Agreement (the “**Background Intellectual Property**”).

24.3 Each Party (the “**Indemnifying Party**”) will indemnify and hold the other Party (the “**Indemnified Party**”) harmless from claims of third parties as a consequence of infringement of intellectual property rights of said third party, provided that the Indemnified Party informs the Indemnifying Party immediately in writing of the existence and content of the alleged right to claim. The aforementioned obligation to indemnify and hold harmless lapses if and insofar as the concerned infringement is related to modifications in the intellectual property rights made by the Indemnified Parties, or by third parties mandated by the Indemnified Party.

VI. TERM & TERMINATION

25. TERM

25.1 The Entire Agreement takes effect on the starting date agreed to between the Parties in the Letter of Assignment. The Entire Agreement ends on the end date agreed to between the Parties in the Letter of Assignment or if the Entire Agreement is terminated in accordance with the terms and conditions in the Entire Agreement. If the end date agreed to in the Letter of Assignment is exceeded yet the obligations of the Contracting Party have not been met, the Entire Agreement will remain in effect until all obligations have been met by the Contracting Party or the Entire Agreement is terminated, whichever is earlier.

26. AMENDMENT & TERMINATION

26.1 The terms and conditions of the Letter of Assignment can be amended only if the Parties agree to such amendment in writing.

26.2 IDH is an organization that is dependent on funding from multiple donors. In the event that IDH's donors terminate or materially change their funding of IDH, IDH and the Contracting Party individually and collectively have the right to terminate the Entire Agreement with immediate effect and without the risk of incurring liability for damages or compensation.

26.3 Either Party to the Agreement may terminate the Agreement immediately without the risk of incurring liability for damages or compensation, in the event that:

- a. the other Party fails to remedy any breach of its obligations under the Agreement within 30 days of written notification requiring it to do so;
- b. suspected fraud, or other illegitimate circumstances exist to such an extent that

IDH considers the Contracting Party to be at fault or grossly negligent and further continuation of the Services is not possible or of too much risk. Written notice of termination shall be provided in this case, stating the applicable circumstances;

- c. the other Party files a petition for bankruptcy or is declared bankrupt; or has a liquidator, receiver, trustee or administrator appointed to it; or becomes insolvent; or admits its inability to pay its debts as they fall due.

26.4 A late payment by IDH, notwithstanding IDH's best efforts, that is no more than 60 days later than the date of the payment request, will not be considered a breach of the Agreement.

VII. APPLICABLE LAW & DISPUTE RESOLUTION

27. APPLICABLE LAW

27.1 The Entire Agreement is governed by the laws of the Netherlands.

28. DISPUTE RESOLUTION

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

Statement of acceptance

By signing this statement of acceptance, the Applicant accepts the IDH General Terms and Conditions for Services as well as the provisions of the draft Letter of Assignment.

Name Applicant:

Name signatory:

Position:

Date:

Signature*:

**This statement shall be signed by a person with authority to represent the Applicant as appears from the Dutch Trade Register (Kamer van Koophandel) or a comparable trade register in the Applicant's country of registration.*