



ISLAMIC DEVELOPMENT BANK  
INDEPENDENT EVALUATION DEPARTMENT (IEvD)  
TERMS OF REFERENCE FOR CONSULTANCY SERVICE FOR THE  
IsDB AGRICULTURE AND RURAL DEVELOPMENT SECTOR EVALUATION

---

## A. BACKGROUND OF THE HIRING DEPARTMENT

1. The Independent Evaluation Department (IEvD) is an independent and specialized organ with the prime responsibility to plan, design, and conduct the evaluation of the operations financed by IsDB in line with internationally recognized evaluation principles. The primary objective of the IEvD is to conduct project, sector, thematic, process, program, and country assistance evaluations covering the activities of the IsDB. Evaluations conducted by the department provide sound assessments of the relevance, efficiency, and effectiveness of the IsDB's interventions and the sustainability of the development results achieved. The IEvD reports directly to the IsDB's Board of Executive Directors (BED).
2. As part of its 2023 work plan, IEvD has selected the Agriculture and Rural Development Sector to undergo an independent evaluation. IEvD is seeking the service of a consultant to conduct the evaluation under the supervision of an IEvD-designated staff.

## B. AGRICULTURE AND RURAL SECTOR IN ISDB MEMBER COUNTRIES

3. The agriculture and rural development sector is recognized not only as a way of life and important for national socio-economic development but also as an engine for economic growth, especially in the Agro-based member countries. The sector is the major contributor to gross domestic product (GDP) in many Member Countries. In 2018, OIC Agricultural Gross Domestic Production (GDP) reached USD 666 billion with a share of 20% in the world's agricultural production (COMCEC, 2019). The average contribution of the sector to the Gross Domestic Product (GDP) for the IsDB (IsDB) member countries also reached 15.7%. The sector contributes more than 20% of the GDP for 18 MCs and more than 30% in five of them. The sector also provides a third of employment opportunities overall. Despite the progress made recently in reducing hunger and poverty and improving food and nutritional security in the member countries, these countries could not resist the recent and severe food crisis, which has been exacerbated by various factors, including the Ukraine crisis, climate change, and the COVID-19 pandemic. In particular, the Ukraine crisis has led to a sharp increase in food prices, with cereal grain prices soaring by more than 50% by the end of 2022. This has further worsened the already fragile food security situation in many 000000IsDB MCs.

4. Realizing the importance of the Agriculture and Rural Development Sector for the Bank, the IsDB Realigned Strategy for 2023 – 2025 stated: “The Bank will support the improvement of rural infrastructure to provide greater access to basic services and achieve SDGs 1 and 2, encompassing water, electricity/renewable energy, health, education, markets, financial and non-financial services. In light of worsening water scarcity in MCs, the Bank will pay particular attention to investing in smart, resource-efficient agriculture and support the introduction of digital technologies to improve production, distribution, access to information, and innovative financial and non-financial services. In addition, opportunities for productive employment in the rural economies will benefit from programs and smart partnerships to strengthen capacities through targeted education programs and support for producers, cooperatives, and associations.”

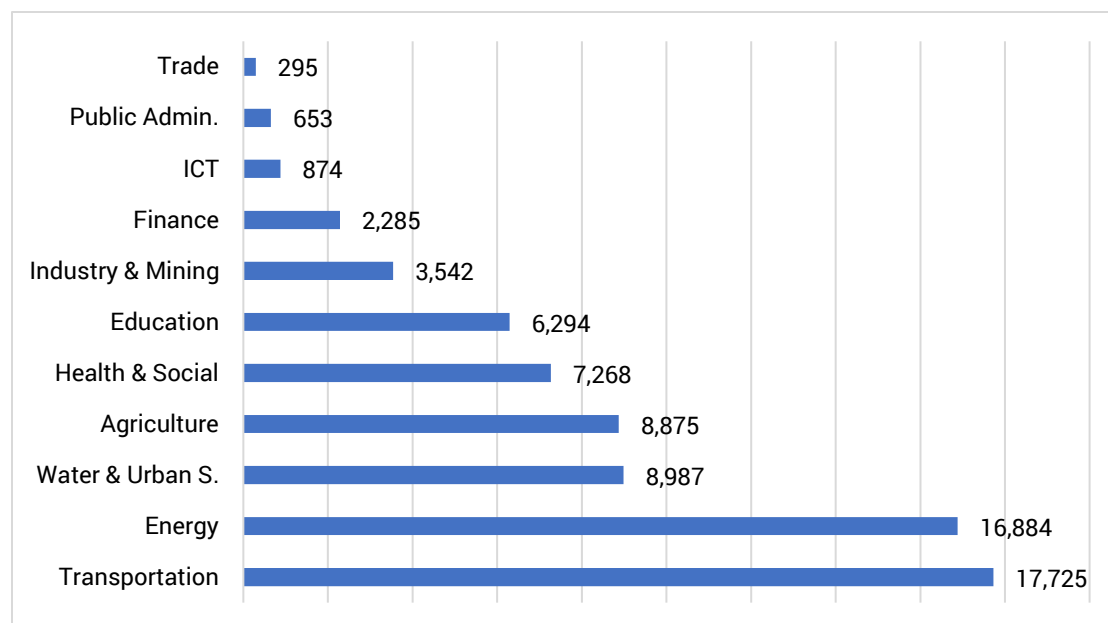
5. The Bank approved, in 2018, the IsDB Agriculture and Rural Development Policy with a 5-year implementation strategy (2020–2025). The ARD policy has six policy pillars which are: 1. Build resilient and climate-smart agriculture, 2. Improve access to remunerative markets, 3. Promote inclusive, sustainable, and integrated approaches, 4. Promote access to Islamic financial products and services, 5. Promote private-sector participation, and 6. Build human and institutional capacity.

6. In 2022, the IsDB MCs, along with significant parts of the world, were facing an unprecedented food crisis. To respond to the crisis, the IsDB Board of Governors at the 47th Annual Meetings held in June 2022 in Egypt, entrusted the IsDB Group to urgently develop a Food Security Response Program (FSRP) to support the member countries by complementing their national food security efforts in averting the ongoing food crisis and strengthening their resilience in the near future. The FRSP has the following tracks: a. Immediate to short-term track which will focus on addressing issues of access, affordability, local availability with respect to foods, seeds, and fertilizers and social protection in favor of the most vulnerable sections of the population; and

b. Medium to long-term track: addressing the structural determinants and drivers of food insecurity, low productivity, rural poverty and by strengthening the resilience of regional and national agricultural and food systems.

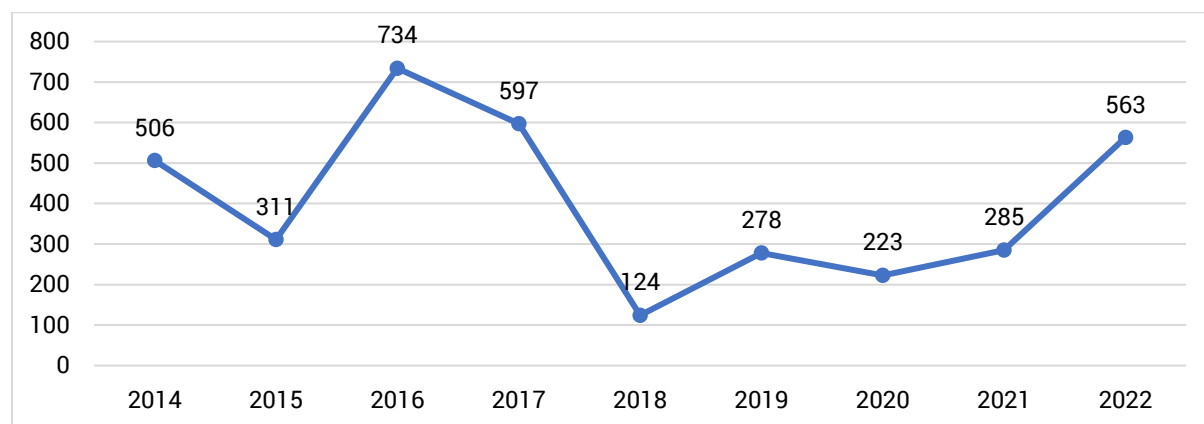
### C. ISDB INTERVENTIONS IN AGRICULTURE AND RURAL DEVELOPMENT SECTOR

7. Since inception until the end of 2022, IsDB approved USD 73.68 billion for various development projects. Sector-wise, the transport sector is the leading recipient of IsDB financing, accounting for 24% of IsDB approvals worth USD 17.72 billion. It is followed by the energy sector (23% of total approvals), which accounts for USD 16.88 billion. The agriculture sector is the fourth largest recipient of IsDB financing, with a total approved amount of USD 8.87 billion (23% of total approvals).

**Figure 1: IsDB Approvals from Inception to 2022**

Source: IsDB Operation Management System

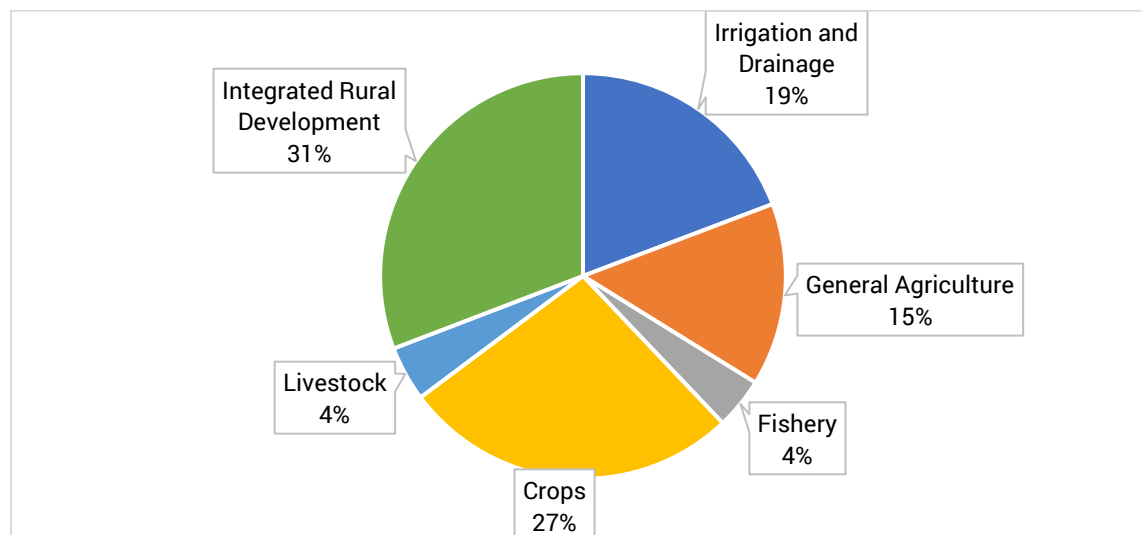
8. During this review period (2014-2022), the IsDB approved 219 projects (including 144 grants) for a total financing of USD 3.77 billion. The disbursement reached USD 1.18 billion. Out of these, 104 are completed (USD 0.44 billion), 96 projects are active (USD 3.18 billion), 16 are canceled (USD 0.13 billion), and 3 are terminated (USD 0.03 billion). Figure 2 below shows levels of approvals for agriculture from 2014-2022 reflecting a drop in the level of approvals in 2018 and a steady increase since then.

**Figure 2: IsDB Yearly Approval Trend for Agriculture Sector (2014-2022) - USD million**

Source: IsDB Operation Management System

9. With regards to sub-sector distribution, Integrated Rural Development is the largest sub-sector accounting for 31% of the approvals followed by Crop Production (27%), Irrigation & Drainage (19%), and General Agriculture (15%). The rest are Livestock (4%), and Fisheries (4%).

**Figure 3:** Distribution of IsDB Agriculture Portfolio (2014-2022) by Sub-sector



**Source:** IsDB Operation Management System

10. In terms of regional distribution, the Sub Sharan Africa region received 44% (1.57 billion) of the total IsDB approvals during the review period (2014-2022) followed by Europe, Asia, and Latin America region which received 38% (USD 1.38 billion). The Middle East and North Africa region received 13% (USD 0.48 billion). As regards the distribution by country, Uzbekistan, Indonesia, Senegal, Cameroon, and Nigeria account for almost half (49%) of the total financing in the agriculture sector.

## D. OBJECTIVE OF THE ASSIGNMENT

11. The Agriculture and Rural Development Sector Evaluation aims to inform the Bank's future strategic and policy orientation and operational approach to the sector by identifying challenges and trends, and evaluating how the Bank has responded to them. The evaluation will take stock of and assess the results of the Bank's strategies, policies, and operations, and draw lessons and recommendations. The evaluation will seek to answer the overarching question: "Has IsDB been successful in supporting sustainable agriculture and rural development in its Member Countries?". Detailed evaluation questions will be formulated during the preparation of the Approach Paper.

## E. SCOPE OF THE EVALUATION:

12. The evaluation will cover all relevant policies, strategies and projects, operations, grants/technical assistance (TA), and programs approved during 2014–2022. The evaluation will review all relevant documents of agriculture and rural development projects interventions and prepare two-country case studies for an in-depth assessment. It is worth recalling that a synthesis evaluation of the IsDB Interventions in the Agriculture and Rural Development Sector in the Member Countries was issued in 2016 covering the period from 1976 to 2014. In addition to this, in 2022 IEvD conducted the Program Evaluation of the IsDB Food Security (Jeddah Declaration) Program covering the period 2008-2013.

13. The scope of the evaluation will include all policy and strategy elements with a focus on issues related to the results of the agriculture and rural development interventions, challenges, internal coordination between the Bank's business units, and alignment of the operations with the Bank's strategies and development priorities of MCs. The evaluation will also take into account issues such as Islamic microfinance, the impact of and response to climate change, and the integration of agriculture and water and irrigation dimensions of policy and strategy.

14. As regards strategies and policies, the evaluation will assess relevant strategies and policies including the IsDB Agriculture and Rural Development Policy and its five-year implementation strategy (2020 -2025), the IsDB Water Sector Policy, the IsDB Climate Change Policy, Disbursement Policy, Project Financial Management Policy, and Project Procurement Policy, the Member Country Partnership Strategies for the two selected countries for case study.

15. The evaluation will assess the changes before and after the approval of the IsDB ARD Policy in 2018 and the formulation of its five-year implementation strategy (2020 -2025) and draw lessons learned and recommendations from the Bank's support to agriculture and rural development in its member countries.

16. In this context, the evaluation will use data and analyses of agriculture and rural development sector (policy, strategy, and operation) in the IsDB member countries through a collaboration with the Economic, Research and Statistics Department of the Islamic Development Bank Institute based on data and analyses provided by various national and international institutions. The evaluation will study these analyses and compare them with the data and analyses about the IsDB operations before and after 2018 when the IsDB ARD Policy was approved. This comparison between data and analyses before and after the approval of the ARD policy will also use a set of selected indicators of the ARD sector guided by both the Bank's Core Results Indicators and the ARD Policy Implementation Strategy. The comparison between the two periods will be useful for providing findings, lessons learned, and recommendations for both the policy and strategy levels of the evaluation.

## F. MAIN TASKS OF THE CONSULTANT

17. The objective of the consultant assignment is to collect the necessary data and information and carry out analyses to prepare a comprehensive evaluation report on the Bank's agriculture and rural development sector interventions. Since the content of the evaluation report should be supported by solid information, statistics, documented references, and pictures from selected

representative projects in the two country case studies, the consultant is expected to collect and use charts, tables, and graphs to prepare his report and assessment. The assessment will follow the Public Sector Evaluation Guidelines of IEvD and the related templates and rating matrix.

18. The consultant will review all IsDB policies, strategies, and operations documents including the IsDB Strategic Alignment 2023 – 2025, the IsDB Agriculture and Rural Development Policy, and the IsDB Water Sector Policy. The consultant will also examine the relevant policies, guidelines, and practices such as the IsDB Climate Change Policy, Disbursement Policy, Project Financial Management Policy, and Project Procurement Policy. The consultant will review the Member Country Partnership Strategies for the two selected countries for a case study in addition to their relevant project documents. The consultant will join two field missions to the selected countries for case studies with the IEvD evaluation team for 7 working days for each field mission. During the field missions, the consultant will support the evaluation team in collecting primary data through interviews with stakeholders, and visit to selected project sites. The consultant will liaise with concerned operations stakeholders in the countries including executing agencies and related ministries to ensure that they prepare and submit to IEvD/IsDB their responses to the questionnaires distributed prior to fielding the missions.

19. The consultant will collect necessary information and data from all related operation areas in the country case studies to facilitate the assessment of the socio-economic impact of the Bank's portfolio. This will be carried out through questionnaires, surveys, or interviews. The consultant may be required to provide additional information/data which are deemed necessary for carrying out the tasks assigned to him/her to the satisfaction of IEvD. Hence, in-depth interviews should be conducted among key stakeholders.

20. The consultant is expected to coordinate with the IEvD's evaluation team, with the concerned ministries, and with executing and implementing agencies, project consultants, and contractors/suppliers of the different operations.

## G. DELIVERABLES OF THE CONSULTANT

21. The consultant will work with IsDB designated evaluation team to conduct this Agriculture and Rural Development Sector Evaluation. The deliverables of this consultancy shall be in English except for the questionnaire which could be in the working language of the selected countries for the case study.

22. The consultant will be responsible for producing the following deliverables:

(a) Develop the approach paper that will be submitted to the IEvD for endorsement detailing: (i) the approach and methodology of the evaluation including the methodology for data collection and analyses as well as detailed evaluation questions; (ii) a Theory of Change for Agriculture and Rural Development Sector Interventions of IsDB and Evaluation Framework (iii) a desk review of the related documents; (iv) proposed schedule/work plan of the evaluation activities, (v) schedule for the meetings and the field visit for the country case studies, and (vi) data collection tools; (vii) the questionnaires for the stakeholders; (viii) a synthesis note on the evaluation report for

dissemination; and (viii) a concise PowerPoint presentation. A sample approach paper will be shared with the consultant.

(b) Two four-page comprehensive Back-To-Office Reports, each prepared within one week after its respective field mission, reflecting the main key findings, lessons learned, and recommendations.

(c) Two draft Country Case Study Reports (V0.1) to be submitted to the IEvD, each one four weeks after completion of its respective field missions for review and comments. The IEvD will send its comments and feedback to the consultant within two (2) weeks after receiving the draft reports. The consultant should submit updated draft reports (V0.2) based on the IEvD review and comments within seven (7) working days.

(d) A draft Evaluation Report (V0.1) is to be submitted to the IEvD (two weeks after receiving the IEvD feedback on the countries' case studies reports) for review and comments. The IEvD will send its comments and feedback to the consultant on the draft report within two (2) weeks of receiving the draft report. The consultant should submit an updated draft report (V0.2) based on the IEvD review and comments within seven (7) working days. IEvD will then share the updated draft report along with the updated country case study reports with the IsDB department(s) concerned for feedback and comments. The IEvD will send the comments it receives from the department(s) concerned within 15 working days of receiving the updated draft report (V0.2). IsDB's Guidelines for Preparing Project Performance Evaluation Report and a report template will be provided. An outline of the report is annexed to this ToR.

(e) A final Report including a recommendation and follow-up matrix is to be handed over to the IEvD within three weeks after receiving comments on the draft report. The final report should be approximately 25-30 pages, excluding annexes.

(f) A Synthesis Note on the Evaluation Report for dissemination focusing on the results, lessons learned and recommendations sample will be provided by IEvD.

(g) A concise PowerPoint presentation reflecting the contents of the Evaluation Report.

23. The main deliverables of this assignment are expected to be delivered by the consultant within the following timeframe:

i. 15<sup>th</sup> Sep – Oct 2<sup>nd</sup> 2023: Finalize the Desk Review and Approach Paper.

ii. Oct 9<sup>th</sup> – 22<sup>nd</sup> Oct 2023: Participate in conducting field missions (through consulting with focal ministries and agencies and filling questionnaires)

iii. 29<sup>th</sup> Oct 2023: Two four-page comprehensive Back-To-Office Reports (each five days after the respective field missions) reflecting the main key findings, lessons learned, and recommendations.

iv. 29<sup>th</sup> Nov 2023: The draft country case study reports and the draft evaluation report

v. 14<sup>th</sup> Dec 2023: The updated evaluation Report

vi. 24<sup>th</sup> Jan 2024 2023: Final Evaluation Report, Synthesis note for dissemination; and a comprehensive PowerPoint presentation reflecting the content of the evaluation report.

## H. DURATION OF AND PAYMENT FOR THE ASSIGNMENT

24. The Consultant is expected to commence the assignment tentatively by Sep 1st, 2023, and the assignment should be completed by 24<sup>th</sup> of Jan 2024. The distribution of the working days during the period will be flexible. The consultant will be paid a lump sum amount of USD 40,000. This amount has been established based on the understanding that it includes all the consultant's allowances and benefits, accommodation and transportation costs for two missions, as well as any tax obligations and any related cost items that may be imposed on the consultant. Apart from the field missions, the consultant will have the flexibility of working home-based.

25. Break down of payments:

- 30% upon submission and acceptance by IEvD of deliverable (a) of Para 22
- 40% upon submission and acceptance by IEvD of deliverables (b), (c), and (d) of Para 22.
- 30% upon submission and acceptance by IEvD of deliverables (e), (f), and (g) of Para 22.

## I. QUALIFICATION

26. The required consultant qualification includes (i) relevant academic background in economics, development economics, agricultural economics, rural development, or related areas with at least master's degree; (ii) at least ten years of multi-disciplinary experiences on multi-sectors related projects/programs design and management or hands-on experience; (iii) sound knowledge and proven experience of the evaluation standards, methods, and terminology; (iv) excellent oral and written communication skills in English and French languages; (v) computer skills in word processing, data analysis, and presentations.

## J. EXPRESSION OF INTEREST

27. IEvD invites eligible consultants to indicate their interest in providing the above-mentioned services. Interested consultants must provide the following:

- i. Information on availability for the expected services.
- ii. Curriculum Vitae, including relevant publications and assignments; and
- iii. Sample of similar works

28. Interested candidates are requested to submit their Expression of Interest through email to the following email addresses: EOI Submission - BCC2023-044 Agriculture and Rural Development Sector Evaluation [de9f2f4e.isdb.org@emea.teams.ms](mailto:de9f2f4e.isdb.org@emea.teams.ms).

The Expression of Interest should be submitted no later than **20th August 2023**. Please note that this Expression of Interest entails a non-binding commitment.

All the interested In new registration, if you haven't registered previously, kindly complete the registration process on the SAP Ariba Supplier Portal following the link:

<http://isdb.supplier.mn2.ariba.com/ad/selfRegistration/>



## K. ABSENCE OF CONFLICT OF INTEREST

29. According to IsDB rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the program/project (or theme) under evaluation. The consultant will be requested to sign a declaration that the s/he has not worked in this program in any capacity.

## ANNEX 1: EVALUATION REPORT OUTLINE

Acknowledgments

List of Acronyms & Abbreviations

Executive Summary

{The summary should not exceed five (5) pages in length}.

### Chapter – 1: Introduction

1.1 Context and Rationale

1.2 Objectives and Scope

1.3 Methodology

{This chapter should not exceed three (3) pages in length}.

### Chapter – 2: The Evaluation

2.1 Objectives

2.2 Scope

2.3 Overall Approach

2.4 Evaluation Criteria

2.5 Evaluation Framework

2.6 Theory of Change

2.7 Challenges and limitations

{This chapter should not exceed six (6) pages in length}.

### Chapter – 3: Agriculture and Rural Development Sector Supporting Framework and Portfolio Analysis

3.1 Policies, Strategies, and Frameworks

3.2 Portfolio Analysis

{This chapter should not exceed five (5) pages in length}.

### Chapter – 4: Criteria-Based Assessment

4.1 Relevance

4.2 Effectiveness

4.3 Efficiency

4.4 Sustainability

4.5 Overall Assessment

4.6 Other Assessment

{This chapter should not exceed fifteen (15) pages in length}.

## **Chapter – 5: Performance of Stakeholders**

5.1 Bank Performance

5.2 Performance of The Beneficiary of IsDB Financing

5.3 Performance of Other Stakeholders

{This chapter should not exceed five (5) pages in length}.

## **Chapter – 6: Issues, Lessons, and Recommendations**

6.1 Issues

6.2 Lessons Learned

6.3 Follow-Up Actions and Recommendations

{This chapter should not exceed four (4) pages in length}