



ISLAMIC DEVELOPMENT BANK

Terms of Reference (TOR)

**BCC2025-052 Consultancy Services for the Development of
Guidelines for Country Engagement and Sector/Thematic Evaluations**

INDEPENDENT EVALUATION DEPARTMENT (IEvD)

August 2025

Invitation for Expression of Interest (IEOI) – Individual Consultant

Invitation for Expression of Interest

Date: 31 August 2025

BCC2025-052 Consultancy Services for the Development of Guidelines for Country Engagement and Sector/Thematic Evaluations

1. The Islamic Development Bank (IsDB) has approved an administrative budget for financing consulting services (the Services) for the above project. The Terms of Reference (TOR) of the Services is in Appendix A. The Services will be provided by consulting firm. IsDB will select and engage the Consultant in accordance with the IsDB Corporate Procurement Policy (Policy).
2. IsDB now invites Expression of Interest (EOI) from potential individual applicants for consideration by IsDB in determining a shortlist of candidates to be invited to submit proposals. Depending on the number of the EOIs received and the qualifications of the applicants, IsDB may or may not short list all potentials who have submitted EOIs.
3. Applicants who wish to submit an EOI should complete the EOI Form in Appendix B and submit it through IsDB's online IEOI facility or by email, fax or courier to the following authorized representative of IsDB:

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

Appendix A: Terms of Reference

Appendix B: EOI Form

Appendix A

Terms of Reference

1. BACKGROUND OF THE ASSIGNMENT

1.1. The Independent Evaluation Department (IEvD) undertakes both independent macro-level evaluations (e.g., corporate, country, sector, thematic strategies, and process evaluations) and project-level evaluations covering both Member Countries (MCs) and operations funded by the Bank in non-Member Countries. It undertakes thorough reviews and analyses to assess the developmental effectiveness of interventions by the Islamic Development Bank (IsDB) and their alignment with the Bank's strategy. The Department draws lessons from evaluation studies and participates in the dissemination of knowledge within the IsDB and among the MCs to contribute to the improvement of development effectiveness, ensuring that evaluation recommendations are considered in the IsDB's policies, strategies, and operations.

1.2. The Country, Corporate, and Thematic Evaluation Division (CCTE) within IEvD leads the design and implementation of evaluations that assess the Bank's strategic engagement at the country level, as well as its cross-cutting and sector-specific interventions.

1.3. IEvD is seeking the services of an experienced consultant in evaluation quality and methods to design two guidelines: (i) Guidelines for Country Engagement Evaluations (CEE), and (ii) Guidelines for Sector and Thematic Evaluations (STE) that will be used as a standard reference for IEvD staff and external evaluators to design and implement quality evaluations. The present ToRs serve as a guiding document for the recruitment of the Consultant.

2. RATIONALE OF THE ASSIGNMENT

2.1 The Islamic Development Bank (IsDB) Group 10-Year Strategic Framework 2026–2030 is the Bank Group's primary roadmap. It is operationalized through policies and strategies at both the country level and the sectoral and thematic levels. At the country level, the Member Country Partnership Strategy (MCPS) and the Country Engagement Framework (CEF) guide strategic positioning, programmatic focus, and financing commitments for each MC. At the sectoral and thematic level, the Bank sets priorities in areas such as education, health, energy, transport, water and sanitation, agriculture, climate resilience, food security, Islamic finance, and digital transformation.

2.2 The IEvD assesses the quality and results of these policies and strategies through two main evaluation products. Country Engagement Evaluations (CEEs) assess how country strategies, such as the MCPS and CEF, translate strategic intent into concrete outcomes, the extent to which they align with national development priorities, and their contribution to policy and program outcomes. CEEs assess both the design and implementation of IsDB's country strategies and the overall development impact of its support. Sector and Thematic Evaluations (STEs) assess a cluster of interventions within a specific sector, such as education, health, energy, or agriculture, or a cross-cutting theme, including Islamic finance, climate change, gender, capacity development, partnerships, and others. They focus on how well the sector or theme is integrated across operations, the quality of results achieved, and the effectiveness of approaches used in different contexts.

2.3 IEvD has previously developed draft guidelines for CEEs, formerly referred to as Country Assistance Evaluations, and draft guidelines for STEs. While these drafts provide a foundation, additional technical expertise is required to review, benchmark, and refine them to meet the highest quality standards. The aim is to ensure that both guidelines are methodologically robust,

fully aligned with international evaluation standards, and practical for application across diverse contexts.

2.4 The finalized guidelines are intended to serve as practical non-prescriptive tools that will define evaluation dimensions, outline methodological choices, frame key questions, guide the use of results chains, detail data collection and analysis strategies, and set standards for evidence presentation. They will be aligned with the IsDB Evaluation Policy (2021), OECD-DAC criteria, MDBs' Evaluation Cooperation Group principles, and relevant practices from peer MDBs, while reflecting the Bank's institutional mandates and operational realities.

2.5 By updating and finalizing these guidelines, IEvD will strengthen the quality and consistency of CEEs and STEs, enhance the credibility of evaluation findings, and support robust, evidence-based assessments of the Bank's strategies and operations under the 2026–2030 Strategic Framework.

3. PURPOSE AND OBJECTIVE OF THE ASSIGNMENT

3.1 The purpose of the assignment is to update and finalize two methodological guidelines developed by IEvD to support the design and implementation of CEEs and STEs conducted by the IEvD. The purpose of the guidelines is to serve as structured, practical references for both internal and external evaluators, promoting consistency in scope and methodological rigor, and offering non-prescriptive guidance on key evaluation dimensions, tools, and evidence use.

3.2 Specifically, the objectives of the assignment are to:

- Define the core elements and scope of CEEs and STEs, including key questions, evaluation dimensions, and minimum coverage expectations.
- Recommend appropriate evaluation approaches, including the use of theory of change, results frameworks, and mixed methods.
- Guide data sources, triangulation, country, or sector case selection.
- Propose templates and tools (e.g., evaluation matrix, TOR outlines, rating scales, stakeholder mapping, report outline, questionnaires, and other relevant templates).
- Ensure that the guidelines are usable across a range of evaluation contexts and by both internal teams and external consultants.

4. SCOPE OF THE ASSIGNMENT AND TASKS OF THE CONSULTANT

4.1 Scope of the Assignment: The assignment involves updating and finalizing two separate methodological guidelines for use by IEvD. The Consultant will be responsible for both:

- Preparing Guidelines for Country Engagement Evaluation (CEE), building on the existing preliminary draft to guide IEvD evaluation of country-level strategic frameworks, including the Member Country Partnership Strategy (MCPS) and the Country Engagement Framework (CEF).
- Preparing Guidelines for Sector and Thematic Evaluation (STE), building on the existing preliminary draft to guide IEvD evaluation of interventions grouped by sector or development theme, such as education, infrastructure, food security, Islamic finance, climate change, etc.

4.2 Tasks of the Consultant: The Consultant will work under the supervision and guidance of an IEvD focal person. The tasks of the Consultant will include:

1. Review existing preliminary draft CEE methodological guidelines (Country Assistance Evaluation -CAE-guidelines) and the existing preliminary draft STE methodological guidelines, with a focus on the following aspects:

- Benchmark against selected peer MDB and ECG practices to identify strengths, weaknesses, and missing elements.
- Conduct targeted consultations to validate observations.
- Deliver a concise gap analysis highlighting priority improvements.
- Produce an annotated outline for each Guideline, detailing proposed structure, key evaluation dimensions, methodological approaches, and tools to be included.

2. Update and finalize each one of the CEE and STE guidelines based on the approved annotated outlines and feedback from IEvD.

- Ensure clear articulation of purpose, scope, methodology, and tools, integrating cross-cutting issues.
- Include practical templates such as evaluation matrices, TOR outlines, reporting formats, stakeholder mapping tools, scoring tables, Questionnaires, templates, and basic survey instruments.
- Incorporate IEvD comments through two review rounds.
- Deliver the Final CEE guidelines
- Deliver the Final STE guidelines
- Deliver a 10–15 slide summary of each Guideline for internal dissemination and capacity-building.

4.3 IEvD will be responsible for guiding and supporting the consultants throughout the assignment to ensure quality, relevance, and alignment with institutional standards. Specifically, IEvD will:

- Assign focal points, share relevant documentation, and facilitate access to internal stakeholders for consultation and clarification as needed.
- Facilitate communication and coordinate benchmarking activities with the selected peer MDBs.
- Review deliverables on time, provide consolidated feedback, and ensure consistency and methodological alignment across both guidelines.
- Oversee contract execution, documentation, and payment processing in line with IsDB procedures.

5. DELIVERABLES OF THE CONSULTANT

5.1 The Consultant will be responsible for the following outputs **for each of the CEE Guidelines and the STE Guidelines**:

- i. A **concise gap analysis and annotated outline** (5–10 pages per Guideline) identifying gaps in the existing drafts, proposed content and organization, evaluation dimensions, and accompanying tools, based on benchmarking, document review, and targeted consultations, for review and feedback by IEvD.
- ii. A **complete draft (Version 0.1) of each updated Guideline** (approx. 20–25 pages, excluding annexes for each Guideline), including technical notes and draft tools/templates (e.g., evaluation matrix, TOR template, scoring grid, stakeholder mapping tool, basic questionnaires).
- iii. An **updated draft (Version 0.2) of each Guideline** addressing IEvD's comments on content, structure, clarity, and technical soundness.

- iv. **A final, fully formatted version of each Guideline**, complete with annexed tools and templates.
- v. **A PowerPoint presentation (10–15 slides)** summarizing the scope, structure, core content, tools, and practical use of each Guideline for internal dissemination and capacity-building.

5.2 All outputs must be submitted in professional English and editable formats (Word, Excel, PowerPoint). Compliance with IEvD standards for clarity, evidence, and structure is mandatory. The consultants will remain available through the final submission and acceptance of the Guidelines to address any clarification requests from the Department.

6. DURATION AND PAYMENT FOR THE ASSIGNMENT

6.1 The assignment is expected to commence in September 2025, following completion of the recruitment process. The duration of the assignment is 6 months from the date of contract signature. The distribution of the working days during the period will be flexible. No travel or fieldwork is expected under this assignment. However, consultations with stakeholders will be conducted virtually.

6.2 The Consultant will receive a lump sum payment. This amount reflects the Consultant's current understanding of the effort required to deliver the Services as outlined in these Terms of Reference. The payment is all-inclusive, covering professional fees, applicable taxes (including VAT), communications, software or tool subscriptions, report preparation, administrative support, and any other expenses related to providing the Services. No additional costs will be reimbursed.

6.3 Payment will be made in 3 installments upon submission and acceptance of the following deliverables:

- 30% upon submission and acceptance of the Gap Analysis and Annotated Outline.
- 40% upon submission and acceptance of the two Draft Guidelines (Version 0.1) and Revised Drafts (Version 0.2).
- 30% upon submission and acceptance of the two Final Guidelines and PowerPoint presentation.

6.4 Payments shall be made only after the IsDB/IEvD team has formally accepted the deliverables specified in Section 5.1. Acceptance shall be confirmed once IEvD verifies that the outputs conform to the required standards of quality, completeness, and relevance. Should deadlines or quality standards not be satisfied, IEvD retains the right to delay, reduce, or withhold payment.

7. QUALIFICATION

7.1 The Consultant must possess a strong background in development evaluation, with demonstrated experience in designing or applying evaluation methodologies at the country or sector/thematic level within multilateral development institutions or comparable organizations.

7.2 The required qualifications include:

- An advanced university degree (Master's or PhD) in evaluation, economics, public policy, development studies, or a related field.
- A minimum of ten (10) years of progressively responsible experience in development evaluation, including the design or implementation of country strategy evaluations and sector/thematic reviews.

- Experience in evaluation programs and strategy in IsDB or other Multilateral Development Banks.
- Demonstrated experience in drafting methodological frameworks, guidance documents, or evaluation toolkits for multilateral or bilateral development institutions.
- Familiarity with internationally recognized evaluation standards, including the OECD-DAC criteria and MDBs' Evaluation Cooperation Group (ECG) principles.
- Knowledge of IsDB operations, Islamic finance principles, or strategic frameworks such as MCPS and CEF is considered an asset.
- Strong analytical, synthesis, and writing skills, with a demonstrated ability to produce concise and practical outputs.
- Excellent command of written and spoken English and proficiency in Microsoft Office tools (Word, Excel, PowerPoint).

8. EXPRESSION OF INTEREST

8.1 IEvD invites eligible consultants to express their interest in providing the services above. Interested consultants must provide the following:

- i. Information on their availability for the assignment.
- ii. Curriculum Vitae, including relevant publications and assignments; and
- iii. Sample of similar works, certificates of assignments, and related references.

8.2 Interested candidates are requested to submit their Expression of Interest (EOI) through the IsDB Procurement System using the email provided in the consultancy announcement. Template and instructions for submitting the EOI will be provided in the invitation for Expression of Interest (EOI).

Individual Consultants must submit their proposals/EOI to the designated email address provided below:

- Proposal/EOI Submission: 4fff3869.isdb.org@emea.teams.ms
- Clarifications: bfa84661.isdb.org@emea.teams.ms

9. EVALUATION PROCESS

9.1 After receiving the Expressions of Interest (EOIs) and supporting documents, a Consultant Selection Panel (CSP) appointed by IEVD will evaluate all submissions. The panel will assess candidates based on their educational qualifications, relevant work experience, technical skills, and the quality of their submitted work samples. A shortlist of qualified candidates will be created in accordance with IsDB procurement procedures.

9.2 Shortlisted consultants may be invited for a virtual interview to evaluate their suitability for the role. The interview will concentrate on the Consultant's methodological approach, understanding strategy design and evaluation frameworks, and ability to produce high-quality output within the required time limit. Only those who fulfill all eligibility and technical criteria will be considered for final selection.

9.3 The following table will serve as a guide for evaluating the submitted Expression of Interest.

Table 3: Criteria for the Technical Evaluation of EOIs

Criteria	Total Points (Out of 100)
Consultant Qualification: Educational Degrees (Relevant Master 10; Relevant PhD 15)	15
Relevant Specific Experience in Evaluation (4 points for each year of relevant experience): At least 10 years of experience in evaluation standards, methods, and terminology	50
Experience in the evaluation of programs or strategies in IsDB or other Multilateral Development Banks	10
Proven experience in drafting methodological guidelines, evaluation frameworks, guidance documents, and evaluation toolkits	10
Language (English): Excellent English = 15 Points	15
Total	100

10. CONFLICT OF INTEREST

10.1 To ensure the evaluation's independence and credibility, the selected Consultant will sign a declaration confirming the absence of any conflict of interest as a condition of final selection. Failure to disclose any actual or potential conflict of interest may result in disqualification or termination of the contract.

Appendix B

Expression of Interest (EOI) by Applicant

[Copy the Name of the Assignment/Project from the IEOI]

Date: _____

Consultant Selection Panel

Islamic Development Bank

Email: Designated email address

I have read carefully your Invitation for Expression of Interest for the captioned assignment/project and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for our firm being considered for the Shortlist. I understand that IsDB does not have an obligation that I must be shortlisted.

I have attached to this EOI supporting documents highlighting the relevant expertise and Experience for your consideration. Some of the key information is highlighted below:

Personal Profile

Nationality:
Date of Birth:
Permanent Address:
Phone No.:
Email:

Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract

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III. Availability

I shall be available for the services from _____ to _____.

IV. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

- ☐ I have read terms of reference (TOR) and Scope of Work (Appendix A), for this assignment.
- ☐ I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.
- ☐ I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.
- ☐ I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

Signature:

Name of the Applicant