INVITATION TO TENDER
DIRECT AWARD

Date: 04-09-2023
Project no.: 100412

INVITATION TO TENDER

Regarding the Midterm Review of NICFI 2021-2025 Grant to SEI on: Trase, intelligence for sustainable trade (100412)

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1. The SEI's Operations

SEI is an international non-profit research and policy organisation that tackles environment and development challenges.

SEI connects science and decision-making to develop solutions for a sustainable future for all.

SEI's work spans climate, water, air and land-use issues, governance, the economy, gender and health. Stakeholder involvement is at the heart of our efforts to build capacity, strengthen institutions and equip partners for long-term change. The knowledge and findings are accessible to decision-makers and civil society: as our own open access material, in leading academic journals, and repackaged for effective decision support.

To promote debate and share knowledge the SEI convenes decision-makers, academics and practitioners and engage with policy processes, development action and business practice worldwide.

SEI has offices in five continents and works locally, regionally and globally.

For more information about the SEI, our assignments and ongoing projects, visit our website: https://www.sei.org/

2. A short background of the Midterm Review

Trase (Intelligence for Sustainable Trade, www.trase.earth) is a pioneering sustainability data and intelligence initiative that reveals the connections between consumers, producers and investors, as well as the environmental and social impacts linked to global supply chains. The Trase approach draws on vast sets of production, trade, customs and financial data, for the first time laying bare the flows of globally-traded commodities - such as palm oil, soya, beef and cocoa- at scale, as well as the flows of capital used to finance this trade. Trase is widely recognized by industry, government and civil society leaders as a game-changing innovation in supply chain transparency and is jointly led by SEI and Global Canopy with many additional partners and close collaborators.

Trase is funded by Norway's International Climate and Forest Initiative (NICFI) through a 2021-2025 civil society grant. SEI is requesting proposals for a Midterm Review on the effectiveness, coherence, and impact of Trase. The review will assess progress since 2021, and provide recommendations on how to maximize effectiveness, coherence, and impact of the project and achieve the intended results and outcomes for the remainder of the project.

3. Instructions for submission

3.1. Contact and closing date for questions

The SEI's contact for questions is:
Name: Yani Wang
E-mail: yani.wang@sei.org
Closing date for questions is: 22-09-2023

3.2. Submitting a tender

The supplier (a company or an individual consultant) should review the requirements outlined in this request, and submit the following documents:

- A project proposal (max 15 pages excluding annexes) with descriptions of the project plan, methods and activities to address the evaluation questions, timeline for the deliveries. The proposal shall also summarise the staff involved in this Midterm Review project, including specifying the roles and the key competency (e.g. previous experience of having done similar work successfully and/or other relevant competency).
- A project total budget and budget breakdown of all deliverables that specifies the rates and hours of all staff for each deliverable.
- Name of the tenderer and staff. Corporate Identity number of the tenderer if applicable. CV(s) of all staff involved in the Midterm Review project. Please evidence competency to do the evaluation (e.g. previous experience of having done similar work successfully and/or relevant competency).

Tenders are to be submitted via email to: tenders@trase.earth
A submitted tender is valid for **90 days** from the closing date for the tender.

3.3. Closing date

The tender must arrive no later than 29-09-2023.

3.4. Award decision

All tenderers will be notified immediately, via e-mail, regarding the award decision when the decision is made.

The award decision does not constitute a contractual acceptance of the tender. A binding agreement only comes into effect after the written contract has been signed by both parties in two identical copies.

The award will be given latest by 27-10-2023, four weeks after the closing date.

4. Trase objectives that will be assessed under the Midterm Review

The expected result of Trase is to "empower a transition towards more sustainable commodity production, trade and consumption by enabling market actors to understand how they are connected to deforestation risk, improve how they target interventions to manage risk and make investments, and strengthen accountability around sustainability goals". Through increasing sector-wide transparency with supply chain data, methods, and analyses, Trase aims to influence and enable supply chain companies, finance institutions, governments, and civil society groups to support actions on more sustainable sourcing strategies to reduce deforestation and land-based emissions. The results are focused on six project-level outcomes (objectives), and the result framework can be found in the annex.

- Objective 1: Supply chain company uptake.
- Objective 2: Financial sector uptake.
- Objective 3: Consumer market governments (Europe and China) uptake.
- Objective 4: Empowering multipliers and pressure groups to enable broad uptake and strengthen accountability.
- Objective 5: Improving the understanding of sectoral progress, challenges, and opportunities in the sustainability of commodity trade.
- Objective 6: Public availability of Trase data, methods, and analyses.

Contribution of Trase to the donors overarching outcomes

Trase is supposed to contribute to the following overarching NIFICI outcomes:

- Outcome IV: Increased transparency in land management, land use, value chains and financing
- Outcome V: Commodity markets stimulate deforestation-free production in tropical forest countries
- Outcome VI: Financial markets stimulate deforestation-free commodity production in tropical forest countries

5. Purpose of the Midterm Review

The purpose of the Midterm Review is to provide an independent assessment of Trase's progress since 2021, and provide recommendations on how to maximise effectiveness, coherence, and impact of the project. The findings of this Midterm Review will guide Trase to better achieve the intended results and outcomes for the remainder of the project and beyond. This Midterm Review also addresses NICFI's evaluation requirement, and the report will be shared with our funders and partners.

Specifically, the purpose of the Midterm Review is focused on four pillars:

- To assess the **effectiveness** of Trase in achieving the project-level outcomes and provide clear insights on what works and why.
- To assess the **coherence** of Trase with other projects funded by NICFI (e.g. ForestIQ, Accountability Framework Initiative) or external initiatives and provide learnings on how to improve synergies.

- To assess the **impact** of Trase and provide findings on the progress in achieving Trase six-outcome level objectives and contribution towards the overarching NICFI outcome areas.
- To assess the extent to which Trase contributes to **NICFI Areas of Strategic Interest**.

6. Review questions

The evaluator is expected to answer the review questions structured below.

1. Effectiveness	
1.1	To what extent is Trase successful in achieving its desired results under the project-level outcomes to date? Please provide a separate assessment for each project-level outcome (Objectives 1-3) in the results framework.
1.2	To what extent has Trase's cooperation with service providers and data providers (Objective 4) helped scale the uptake of Trase data by companies, financial institutions and governments and contribute to desired results under the project-level outcomes?
1.3	To what extent has Trase's open-access data products and transparency (Objective 6) been more or less effective (in driving project-level outcomes) compared with Trase's analyses and reports (Objective 5)?
1.4	What key successes, including influencing market-level initiatives that aim to reduce agricultural commodity deforestation, has Trase achieved through the grant, and have these resulted in a momentum for greater project achievement?
1.5	In terms of internal project adjustments, if any, what concrete recommendations do you propose to Trase for the remainder of the project cycle?
2. Coherence	
2.1	Internal coherence: To what extent does Trase work with or in coordination with other projects funded by NICFI (e.g. ForestIQ, Accountability Framework Initiative)? What are the learnings and opportunities to improve such coordination?
2.2	External coherence: To what degree has Trase sought to create alliances and fostered synergies with other data initiatives, civil society organisations, and other partners, national or international, to ensure harmonisation of interventions in the given contexts?
3. Impact	
3.1	*NICFI Outcome IV: Increased transparency in land management, land use, value chains and financing*

	How does Trase contribute to (1) more precise estimates of commodity deforestation exposure of market actors (2) more frequent use of such data?
3.2	*NICFI Outcome V: Commodity markets stimulate deforestation-free production in tropical forest countries* How does Trase contribute to making upstream and downstream companies take steps to reduce deforestation, including via campaign pressure and improvements to regulations? To what extent has Trase helped these companies deliver on their commitments and obligations? Please elaborate on upstream and downstream companies respectively.
3.3	*NICFI Outcome VI: Financial markets stimulate deforestation-free commodity production in tropical forest countries* How does Trase contribute to (1) developing objective, reliable data regarding deforestation for investment portfolios or (2) increasing investment market use of such data?
4. NICFI's areas of strategic interest	
4.1	How does Trase spur or employ innovative working methods, context analyses, partnership models, or similar innovations? Please elaborate.
4.2	What are the impacts of Trase, positive or negative, on women and gender equality? What are the lessons learned?

7. Scope of the Midterm Review

The scope of this review is from the start of the NICFI's grant to Trase on 1st January 2021 to 30th September 2023 and will cover Trase's six project-level outcomes and NICFI's overarching outcomes.

8. Main users and stakeholders

The primary user of the key findings and recommendations of this Midterm Review is the Trase Management Team and Strategy Working Group including program directors, managers, and team leads for the purpose of managing the project and informing long-term strategy decisions. The Norwegian Agency for Development Cooperation (Norad) is also a primary audience of the report. Project partners will also be informed of the insights, including Global Canopy, and other donors.

9. Method

The supplier should include in the tender proposal a description of the intended method. We encourage the use of mixed methods, i.e., combining quantitative and qualitative measures. The Midterm Review should involve online interviews with stakeholders, but it will not involve country visits.

In addition, Trase will provide the following documents and resources as sources of information for the review:

- Result framework for the five-year grant and theory of change (project-level outcome and output tables, TOC diagram).
- Trase's Monitoring, Evaluation, Learning (MEL) system which includes the most up-to-date outcome and output progress, as well as the database and evidence for all outcomes and outputs (including our annual user survey responses).
- An internal impact assessment report dated Dec 2022.
- An interview-based qualitative impact appraisal report estimated completion date September 2023.
- Outcome harvesting table containing detailed information on outcome, contribution, significance of at least 20 specific achieved outcomes/ impact stories.
- Access to a list of potential interviewees from the Trase team, partners, and users.
- Availability of the Trase program manager for questions and clarifications throughout the delivery of the review.
- Other programmatic documents and resources if requested and applicable.

10. Deliverables and timeline

The Midterm Review deliverable is a report which shall not surpass 30 pages excluding annexes. It should consist of five parts as below:

- Executive summary
- Background of the review, the purpose and objectives, brief description of methodology
- Key findings and conclusions structured according to the review questions
- Recommendations that are precise and actionable in a sequence of priority
- Annexes that include further details on methods, resources (interviews, documents), as well as detailed analysis if needed.

The supplier should include a work plan with a timeline in the proposal, and we expect the review to be **concluded latest by the end of March 2024**. The project time frame should not exceed four months. The timeline should include the following milestones:

- Initial inception meeting with the project manager to start the project. The contract manager will share all necessary and relevant documents in advance and provide an overview of the project. This will be an opportunity for the consultant to ask any questions before the review.
- Review period that includes interviews (of Trase team, users, or partners as deemed appropriate by the supplier), report drafting, as well as any other review activities.
- Present the draft review findings and recommendations to the Trase management team in a meeting and gather feedback.
- Update the review report following the presentation, and any further consultation as needed.
- Final version and sign off. Present the final report findings and recommendations.

Additional meetings with the contract manager is possible if the supplier deems it necessary to seek any clarifications and resources.

11. Competency

The supplier should provide CV(s) of the people working on the project. To fulfil this Midterm Review project, the supplier should have:

- Track record of experience in project management, monitoring and evaluation, qualitative and quantitative data collection and analysis, and/or any other related field.
- Demonstrated experience of similar evaluation work in the proposal and CV.
- Experience with and understanding of environment and climate change, civil society donor funded projects, sustainable food systems, stakeholder engagement, or tropical deforestation are desirable.

12. Compensation

The budget for this project should not exceed 240 000 SEK (Swedish kronor), exclusive of VAT. The suppliers should submit a total price in SEK, and a budget breakdown of all deliverables, including number of days and day rates of all staff working on this Midterm Review project.

Proposals that do not use the full budget are welcome, and the proposals will be evaluated with financial considerations as specified below.

The contract will be signed in SEK (Swedish kronor). The payment will be made in the following sequence:

- The first 50% will be paid upon signing the contract.
- The rest 50% will be paid upon the delivery of the project report.

13. Award criteria and evaluation model

SEI will do an evaluation and assessment of the supplier and how they fulfil the specified needs and requirements of the service from the descriptions, solution suggestions, and fulfilment of requirements and needs which the tenderers stated in their tender applications.

SEI will accept the tender/tenders based on the assessment of competency, technical aspects, and financial aspects, as the below criteria describes.

Area	Evaluation criteria	Weight of each criteria	Weight of the area
Competency and delivery capability of the reviewer(s)	• Track record of experience in project management, monitoring and evaluation, qualitative and quantitative data collection and analysis, and/or any other related field.	15%	30%
	• Demonstrated experience of similar evaluation work in the proposal and CV.	10%	
	• Experience and understanding of the topic on environment and climate change, civil society donor funded projects, sustainable food systems, stakeholder engagement, or tropical deforestation are desirable.	5%	
Technical evaluation of the proposal	• Demonstrated good understanding of the goals and expectations of the Review in the proposal.	10%	50%
	• A sound and realistic project plan and timeline	15%	
	• Practical and comprehensive description of methods and activities that are convincing to address the Review questions.	15%	
	• Ability to manage and deliver on time and budget, and clear accountability among staff (if more than one).	10%	
Financial evaluation	• Clear and reasonable budget breakdown and rates in relation to project activities and staff profile.	10%	20%

of the proposal	• Competitive total budget and value for money.	10%	

14. Contract terms

This is a direct award of contract. The terms of the agreement are valid in combination with SEI's general terms, see Annex 15.3 a template for the contract.

Contract period

The contract enters into force from the day it is signed by both parties and is valid up until 30 March 2024.

SEI awaits your tender with great interest.

Kind regards

Yani Wang

Program manager, Trase

+46 0702910340

yani.wang@sei.org

15. Annexes

15.1. Brief description of Trase MEL system
15.2. Trase result framework (outcome table and output table)
15.3. Trase theory of change diagram
15.4. Consultancy contract template

Other materials may be provided upon request.

Annex 15.1 Description of Trase MEL system

In early 2021, Trase built and refined its monitoring, evaluation and learning framework. In Q3-Q4 key team members were trained on the new framework. After feedback, the framework was iterated on in Q1 2022. The framework is now integrated into the regular workflow of the team using our project management tool. In Q2 2022, Trase refined and clarified the four levels of behaviour change that it monitors. Combined, this work has transformed Trase's ability to monitor its key performance indicators (KPIs), which in turn has allowed us to learn from our approaches and ultimately improve our delivery.

The **monitoring** of the 45 KPIs that track Trase's core work is done primarily in a Google Sheet. This collaborative, live excel sheet is accessible to the entire Trase team. Two summary tabs exist which track the delivery towards all outcomes and outputs. An additional 15 tabs provide detailed level tracking of those outcomes and outputs (essentially a database and evidence log of how the summary numbers were calculated). This Google Sheet is accompanied by an evidence repository housing documentation that supports monitoring efforts (meeting notes, reports, etc.). Monitoring (inputs and updates to the Google Sheet) is done by approximately 15 team members on a strictly scheduled monthly basis. At the end of each quarter, all of the numbers are checked against the evidence logs, a quarterly summary is written for each outcome and output, a red/amber/green status is assigned to each, a high-level update is shared with the team, and a static version of the Google Sheet is saved for our records.

Three types of evaluation are undertaken. The **formative evaluation** of KPIs takes place on a quarterly basis. Using the quarterly summary and the red/amber/green statuses, at-risk targets undergo closer inspection in terms of capacity, resources, efficiency and relevance of such outputs. The **developmental evaluation** of outcomes and impact is conducted with an outcome harvesting approach every six months where the engagement team reflects, harvests, and discusses the behavior change observed in target groups and the impact of such change. **Summative evaluation** takes place in the interim phase of the project, both internally and by an external evaluator (ie. this call for proposal). We also evaluate the effectiveness and relevance of project activities with annual surveys, post-event surveys, and follow-up interviews with partners.

Learning components are largely done in two areas. Firstly, out of the quarterly evaluations we draw learnings on the projected feasibility of delivering our KPIs and focus on those that are at risk and align with work-planning. We do deeper dives into the specific challenges and barriers, attempting to unveil the root cause of at-risk KPIs and subsequently identify adaptive management approaches (capacity, resource, ambition, external factors, etc.) Work-planning is informed by the monitoring and evaluation data and delivery gaps. Secondly, together with the deep-dive developmental evaluation and interim evaluation on impact, we socialise the Theory of Change and different levels of results, review the relevance, significance, and recipes for outcomes, as well as identify the gaps to amplify impact. We plan to further strengthen learning about project effectiveness and relevance (ie. if an output leads to desired outcome) by being prepositional in intended outcomes when initiating new activities and reviewing the outcomes achieved from them.

Annex 15.2 Result framework – Outcome table and output table (progress updated quarterly)

Outcome table

Objectives (project-level outcomes)	Indicator and relevant objective(s)/sub-objective(s)	Methods (include unit and frequency)	2020 Base line	Accumulative targets				
				2021	2022	2023	2024	2025
1. Supply chain uptake.	1. Cumulative number of retailers, manufacturers and traders who are influenced and enabled to support action on more sustainable sourcing strategies to reduce deforestation and land-based emissions through the uptake and use of Trase data and analyses.	Reports of targeted user applications, annual survey of target users; direct engagement and survey of multipliers (service providers, data providers and pressure groups), and independent monitoring of Trase citations and data use; survey of distribution and client lists of third-party data and information providers, and industry and multi-stakeholder processes	9	25	50	100	150	250
2. Financial sector uptake.	2. Cumulative number of investors and banks who are influenced and enabled to support action on more sustainable investment and lending strategies[3] to reduce deforestation and land-based emissions through the uptake and use of Trase data and analyses.	Reports of targeted user applications, annual survey of target users; direct engagement and survey of multipliers (service providers, data providers and pressure groups), and independent monitoring of Trase citations and data use; survey of distribution and client lists of third-party data and information providers, and industry and multi-stakeholder processes.	5	25	50	100	150	250
3.1 Consumer market governments uptake - China	3.1.1. Cumulative number of Chinese research organizations, companies, industry associations and NGOs which work in China and which use Trase data and analyses on deforestation and emissions risks linked to commodity imports in own analyses and reports targeting Chinese government	External publications, public statements, use in presentations and requests for data and analysis, meeting notes.	1	2	3	5	10	10

3.2 Consumer market governments uptake - Europe.	3.2.1. Cumulative number of European Commission agencies and national governments that provide statements demonstrating the contributions by Trase data and analyses to the development, implementation, and/or monitoring of policies to reduce overseas environmental impacts, including through: due diligence regulations, international trade agreements, public information platforms and forest country partnerships	European governments and the European Commission, requests for data, analyses and services by these parties	2	5	7	10	10	10
4.1 Empowering multipliers and pressure groups to enable broad uptake and strengthen accountability - multipliers.	4.1.1. Cumulative number of third-party service providers and guidance services, including advisory and analysis consultancies that are equipped and empowered to use Trase products in their work to help design and support interventions by market, finance and government actors	Number of collaborative agreements with multiplier service providers, survey of service providers, joint projects with service providers	2	7	15	27	42	57
4.2 Empowering multipliers and pressure groups to enable broad uptake and strengthen accountability - pressure groups.	4.2.1. Cumulative number of civil society campaigns, media investigations and enforcement agency initiatives that use Trase data and analyses to target investigations on specific businesses, financial institutions, governments, jurisdictions, and industry associations	Annual survey and monitoring of civil society campaigns and publications, media monitoring tools, and survey of enforcement agencies.	5	15	30	50	70	90

5. Improving the understanding of sectoral progress, challenges, and opportunities in the sustainability of commodity trade	5.1.1. Cumulative number of Trase briefings, insight collections, factsheets, and papers on performance of specific commodities, companies and governments and barriers facing the success of supply chain sustainability interventions.	Cumulative summary of Trase publications - trase.insights	49	64	84	104	129	154
	5.2.1. Cumulative number of independent company-specific and sector-wide assessments and guidelines on the sustainability of the production, trade and consumption of forest-risk commodities that use Trase data, methods, and insights	Assessment reports, methods documents, and data requests from assessment initiatives	8	18	33	53	73	93
6. Public availability of Trase data, methods, and analyses.	6.1.1. Cumulative number of sub-national commodity maps on trase.earth	Number of commodities published on Trase	15	21	21	24	27	27
	6.2.1. Cumulative number of sub-national commodity maps on trase.earth that are accompanied by assessment of commodity deforestation	Number of commodities published on Trase with accompanying indicators on deforestation	8	10	15	18	20	20
	6.2.2. Cumulative number of sub-national commodity maps on trase.earth that are accompanied by assessment of GHG emissions from land conversion	Number of commodities published on Trase with accompanying indicators on emissions	6	10	10	15	20	20

	6.3.1. Cumulative number of commodities and countries for which data is available on the direct and indirect financing of commodity traders and associated exposure of financial institutions to deforestation risks	Number of commodities published on Trase where company ownership and financing has been mapped on Trase.finance	3	6	7	7	7	7
	6.4.1. Cumulative number of third-party platforms and data products which include Trase data, methods, visualizations, and insights, updated on a regular basis.	Survey of third-party platforms and data products	3	5	8	12	15	15
	6.5.1. Amount of revenue generated from access to and use of Trase data and analyses that can be used to cover core operating costs of the platform (USD)	Contracts, partnerships, license agreements	$122,000	$222,000	$372,000	$672,000	$1,172,000	$1,672,000
	6.5.2. Operational cost of maintaining the smooth functioning of the Trase data systems and products, including updating new years of data	Financial monitoring	NA	NA	NA	2350k	2180k	2135k
	6.6.1. A biannual assessment of how the uptake and use of Trase data, methods and analyses influences actor behavior and contributes towards meaningful improvements in the sustainability of commodity trade.	Impact assessment led by the Trase initiative. Note mid-term evaluation in year 3 and end evaluation in year 5 and revised MEL framework year 1	0	1	2	2	3	3

Output table

Category of outputs	Outputs	Output Indicator	How measure	2020 Base line	Donor Targets (cumulative)				
					2021	2022	2023	2024	2025
1. Supply chain mapping	1.1. Supply chain time series data: number of contexts	Cumulative number of sub-national commodity maps on trase.earth, together with indicators on deforestation (See Objectives table 6.1.1 & rollout matrix)	Cumulative number of sub-national commodity maps published on Trase	15	22	21	24	27	27
	1.2. Supply chain time series: annual updates	Cumulative number of sub-national supply chain map context updates	Cumulative number of context updates	3	8	11	22	33	44
	1.3a. Supply chain deforestation assessments	Cumulative number of sub-national commodity maps on trase.earth that are accompanied by assessment of commodity deforestation (See Objectives table 6.2.1)	Cumulative number of commodities published on Trase with accompanying indicators on deforestation	8	10	15	18	20	20
	1.3b. Supply chain emissions assessments	Cumulative number of sub-national commodity maps on trase.earth that are accompanied by assessment of GHG emissions from land conversion (See Objectives table 6.2.1)	Cumulative number of commodities published on Trase with accompanying indicators on deforestation and emissions	6	10	10	15	20	20

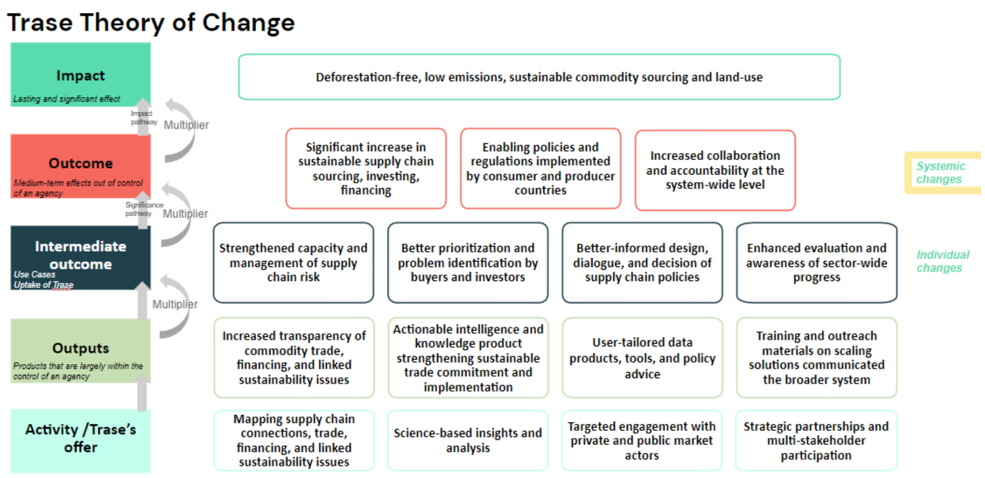
2. Finance mapping	2.1. Trade ownership and financing data	Cumulative number of commodities and countries for which data is available on the legal hierarchies and direct and indirect financing of commodity traders and associated exposure of financial institutions to deforestation risks (See Objectives table 6.3.1.)	Number of commodities published on Trase where company ownership and financing has been mapped on Trase.finance	3	6	7	7	7	7
3. Product development	3.1. Operational data platforms	Number of operational data platforms	Availability of platform & monthly	2	2	2	2	2	2
	3.2. Public API	Public API	Availability of public API;	0	1	1	1	1	1
	3.3. Data Explorer	Number of data tools that allow search of the entire Trase database for specific user-defined queries	Availability of data explorer	0	1	1	1	1	1
4. Publications	4.1. Trase publications	Cumulative number of Trase briefings, insight collections, explainers, and papers on performance of specific commodities, companies and governments and barriers facing the success of supply chain sustainability interventions	Cumulative summary of Trase publications	49	64	64	104	129	154
	4.2. Third party publications	Cumulative summary of third party publications supported by Trase data, analyses and methods	Cumulative summary of third party publications supported by Trase data, analyses and methods	8	18	20	35	52	72

5. Engagement resources	5.1. Explainers, Insights and Discoveries	Cumulative number of insights (including discoveries) and explainers published on Trase Insights	Annual summary of published explainers on Trase platforms	26	38	50	62	80	98
	5.2. Tutorials	Total number of Trase Tutorials that provide accesible video introductions to Trase data and methods	Availability of tutorials	5	10	10	15	16	16
	5.3. Case studies	Total number of published case studies on how users are using Trase	Availability of case studies	0	5	5	8	10	10
6. Direct engagement with target users	6.1. Pilot applications	Cumulative number of pilot applications with key users that test and validate key use cases for target users	Summary of pilots, terms of reference, case studies	2	5	8	11	13	14
	6.2. Data & analysis provision	Requests for and provision of data for target users	Data sharing requests; internal emails and recording	10	20	30	40	50	60
	6.3. Training session with target audiences	Cumulative number of training sessions on Trase data, methods and findings	Record of training sessions, attendees and scope	12	24	34	44	54	64
7. Engagement, training and capacity building of multipliers	7.1. Partnerships with key multipliers to use Trase data and analysis	Cumulative number of partnerships	Contracts, MOUs, joint publications & analyses	5	10	15	20	23	25
	7.2. Training sessions with multipliers	Cumulative number of training sessions with multipliers	Record of training sessions, attendees and scope	3	9	20	30	40	50

	7.3 Use of data by campaigning NGOs (same as objective 4.2)	Cumulative number of civil society investigations, media stories and enforcement that use Trase data and analyses on exposure of private sector to deforestation each year	Civil society campaigns and publications	5	15	30	50	70	90
	7.4. Uptake of Trase data, analysis and visualisations in third party products and platforms via APIs (same as Objective 6.4)	Cumulative number of data products & platforms that utilise/integrate Trase data, analyses and visuals via APIs	Track APIs and licensing agreements	3	5	8	12	15	15
8. Outreach activities	8.1.Cumulative number of presentation of Trase insights and findings on external webinars and events	Cumulative number of public presentations	Record of presentations, attendees and scope	14	26	38	50	62	74
	8.2. Mailing list	Number of Trase newsletter subscribers	Mailchimp subscribers	1600	2000	2100	2300	2500	2700
	8.3 Social media followers of Trase content	Number of social media followers	Twitter, Linkedin	4,197	5000	7500	10000	11,000	12,000
	8.4 Platform Users	(Formerly 3.1a) Number of Trase website users	Cumulative number of unique users on all Trase websites (Google analytics) (Jan 2021 - now)	35,169	40000	44000	48400	53240	58564
9. Monitoring, evaluation and learning	9.1. Revised MEL framework in place	Revised MEL framework in place	Revised MEL framework in active use	0	1	1	1	1	1

	9.2. Internal impact assessment	Impact assessment complete	Available	0	0	1	1	2	2
	9.3. Mid-term and project end evaluation	Evaluation completed	Available	0	0	0	1	1	2
10. Develop and operationalise business plan for revenue generation.	10.1. Business plan	Business plan completed	Available	0	1	1	1	1	1
	10.2. Contracts for earned income	Amount of revenue generated from access to and use of Trase data and analyses that can be used to cover core operating costs of the platform (See Objectives indicator 6.6.2.)	Total revenue earned from contracts (USD)	$122,000	$222,000	$372,000	$672,000	$1,172,000	$1,672,000

Annex 15.3 Trase Theory of Change diagram



Annex 15.4 Template consultancy agreement

CONSULTANCY AGREEMENT

between

Stiftelsen The Stockholm Environment Institute

and

name

for certain services under

project name

SEI Project No. xxxxx

This Consultancy Agreement (hereinafter referred to as "Agreement") is entered into by and between:

Stiftelsen The Stockholm Environment Institute

Box 24218

SE-104 51 Stockholm, Sweden

Reg.no: 802014-0763

VAT no: SE802014076301

Represented by: xxx

Project contact: xxx

E-mail: xxx

Hereinafter referred to as SEI; on the one part

AND:

Name

Adress

Reg.no:

VAT no: xxx

Project contact: xxx

E-mail: xxx

Hereinafter referred to as the CONSULTANT; on the other part

WHEREAS, the Parties wish to enter into the following Consultancy Agreement with regard to certain consultancy services as described in article 2 and Annex 1 (hereinafter referred to as "the Services"), to be provided to SEI by the CONSULTANT.

NOW, THEREFORE, SEI and the CONSULTANT mutually agree as follows:

1. DURATION

1.1 The duration of this Agreement, during which the CONSULTANT shall perform the Services, is from XXX to YYY, unless otherwise agreed between the Parties in writing.

2. SERVICES

2.1 The CONSULTANT shall provide the Services as described herein and in Annex 1, Terms of reference dated xx.xx.xxxx, and in accordance with instructions given by SEI.

2.2 The CONSULTANT undertakes to perform the Services with the highest standards of professional and ethical competence and integrity.

2.3 The Services supported by this Agreement shall be under the guidance and direction of SEI's Project responsible xxx.

2.4 The CONSULTANT shall not assign, transfer or subcontract any responsibility hereunder without the prior written consent of SEI.

3. REMUNERATION & PAYMENT

3.1 For the Services as described in article 2 and Annex 1, the CONSULTANT shall be paid a total fee of SEK xxx (SEK xxx), excluding VAT. This payment covers the total fee for the Services.

3.2 The fee payment includes all applicable taxes, vacation pay, social security charges, insurance, pension funds or similar payments or duties. The CONSULTANT shall be wholly responsible for all taxes and other contributions which may be payable out of, or as a result of the receipt of, any amount paid or payable by SEI under this Agreement.

3.3 In no event shall SEI be liable for fee payments that would result in cumulative fee payment under this Agreement exceeding the total value as established in this article (3.1) unless otherwise agreed between the Parties in writing.

3.4 Subject to the CONSULTANT's satisfactory delivery of the Services as set forth in article 2 and Annex 1, SEI will pay the CONSULTANT the fee as established in this article (3.1) upon receipt of an invoice.

The payments shall be due from SEI within 30 days upon presentation of the invoice. The invoice shall be addressed to SEI and shall specify the number of hours worked, the relevant project number, the activities performed, and bank transfer details.

3.5 If the Services provided are not done timely and to the satisfaction of SEI's Project responsible SEI reserves the right to put subsequent payments on hold until satisfactory remedial action has been undertaken; reasons for non-acceptance and remedial measures must be clearly stated, or terminate the Agreement.

3.6 Any expenditure other than fees (e.g. travel) must be approved in advance by SEI. All expenditure items must be accompanied by receipts and any other relevant supporting documentation.

3.7 The CONSULTANT will keep records of all costs and will provide SEI with copies of all receipts upon request for the purposes of financial review and auditing. Records of time spent and all original receipts of expenses incurred by the CONSULTANT during the course of the project should be kept for eight (8) years from the end of the project.

4. CONSULTANT STATUS, TAXATION, AND INSURANCE

4.1 The CONSULTANT shall be solely responsible for any and all registration and filing related to the Services performed pursuant to the present Agreement, and shall be solely liable for all social security, taxes, duties or other levies whatsoever, which are related to the said Services.

4.2 SEI will not provide the CONSULTANT with any insurance coverage and it is the sole responsibility of the CONSULTANT to ensure appropriate and adequate insurance coverage.

5. INTELLECTUAL PROPERTY RIGHTS

5.1 Rights and titles to any and all intellectual property created or developed in the course of the Services provided pursuant to this Agreement shall belong to SEI. The CONSULTANT irrevocably appoints SEI to be its attorney and in its behalf to sign, execute, do, and deliver anything for the purposes of this clause. SEI shall have no liability to account to the CONSULTANT for any revenue that might be derived or resulted from the intellectual property.

5.2 Any result or material prepared by the CONSULTANT in the course of the Services provided pursuant to this Agreement shall belong to SEI.

6. NEGATION OF EMPLOYMENT AND AGENCY

6.1 The CONSULTANT shall not by virtue of this Agreement be or for any purpose be deemed to be an officer, employee or agent of SEI, or as having power or authority to bind or represent SEI, and shall not represent itself, and shall ensure that its officers, employees, agents and sub-contractors do not represent themselves, as such.

7. USE OF NAMES

7.1 The CONSULTANT shall not make use of this Agreement, or use SEI's name, for publicity or advertising purposes without prior written approval of SEI.

8. CONFIDENTIALITY

8.1 For the purpose of this Agreement, the term “confidential information” means all information disclosed to the CONSULTANT in the course of collaborating with SEI under this Agreement. Confidential information includes, but is not limited to, all information related to operational functions such as budgets, fees, terms and conditions, strategies, forms, processes, as well as information related to technical information such as research data, models, techniques and procedures.

8.2 Except in so far as such matters are properly in, or come into, the public domain, the CONSULTANT agrees to keep confidential all information and other matters contained in or arising from this Agreement or relating to the research and affairs of SEI, and not to disclose any such confidential information to any person unless otherwise expressly provided by this Agreement, or unless the CONSULTANT is obliged to do so by law or ordered to do so by a court of competent jurisdiction. This clause shall survive the termination of the Agreement.

9. ANTI-CORRUPTION

9.1 No offer, payment, consideration or benefit of any kind which constitutes illegal or corrupt practice shall be made, either directly or indirectly, throughout the execution of this Agreement.

10. SEVERABILITY

10.1 The terms of this Agreement are severable such that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable.

11. PERSONAL DATA

11.1 SEI ensures that processing of personal data takes place within the framework of the European Union General Data Protection Regulation (GDPR) as of 25 May 2018.

SEI will only process and share personal data with third parties when processing is necessary for the performance of this Agreement and for compliance with a legal obligation to which SEI is subject.

12. AMENDMENTS AND TERMINATION

12.1 All amendments to this Agreement shall be agreed by both Parties in writing.

12.2 This Agreement may be terminated before the end of the period set out in article 1.1, upon notice given in writing addressed to the CONSULTANT, under the following circumstances:

the permanent incapacity of the CONSULTANT, it being understood that any illness, accident or other physical or mental incapacity whatsoever, which renders the CONSULTANT incapable of performing the Services for a continuous period of more than three months, will be considered as a permanent incapacity for the purposes of the present Agreement;

serious breach of the Agreement.

12.3 In the event of termination of the Agreement, payment will be made solely for the part(s) of the Agreement completed on the date of written notification, and for amounts which unavoidably must be spent in connection with winding up and halting the implementation of the Agreement.

13. APPLICABLE LAW AND SETTLEMENT OF DISPUTES

13.1 This Agreement shall be governed by the laws of Sweden.

13.2 The Parties shall endeavour to settle any dispute amicably.

All disputes arising out of or in connection with this Agreement, which cannot be solved amicably, shall be finally settled under the International Chamber of Commerce Rules of Arbitration, Expedited Procedure Provisions. The place of arbitration shall be Stockholm.

14. ANNEXES

14.1 The following annexes form an integral part of this agreement:

Annex 1 – Terms of Reference

14.2 In the event of any conflict between the provisions of the annexes and any provision of this main agreement, the latter shall take precedence.

15. COUNTERPARTS AND ELECTRONIC SIGNATURES

15.1 Except as may be prohibited by applicable law or regulation, this Agreement and any amendment may be signed in counterparts, by PDF, or other electronic means, each of which will be deemed an original and all of which when taken together will constitute one agreement. Electronic signatures will be binding for all purposes.

This Agreement is the complete agreement regarding the Services and supersedes all prior understandings regarding the Services.

IN WITNESS WHEREOF, the respective Parties have executed this Agreement on the dates indicated below.

Signed for and on behalf of:

Stiftelsen The Stockholm Environment Institute The CONSULTANT

Stockholm Environment Institute

XXX

Date:

XXX

Date: