

Terms of References – Working Landscapes Final Evaluation



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Acronyms

CSO	Civil Society Organization
DGIS	Directorate General for International Cooperation (of the Ministry of Foreign Affairs)
ETA	Ecological Trends Alliance (Uganda)
FFPOs	Foresters and Farmers Producer Organisation(s)
FLG	Fire-smart Landscape Governance (subprogramme)
IBIF	Instituto Boliviana de Investigación Forestal
IGG	(the Department of) Inclusive Green Growth (of the Ministry of Foreign Affairs)
KPI	Key Performance Indicator
MoFA	Ministry of Foreign Affairs, The Netherlands
NDC	Nationally Determined Contribution
PENHA	Pastoral and Environmental Network in the Horn of Africa
PMEL	Planning, Monitoring, Evaluation and Learning
TBI	Tropenbos International
ToC	Theory of Change
WL	Working Landscapes (Programme)

1. Introduction and background

The programme

The Working Landscapes (WL, activity number 4000002173) programme promotes climate-smart landscapes to help achieve the Paris Agreement as well as the Sustainable Development Goals. Climate-smart landscapes maximize synergies between climate change mitigation, adaptation, improved livelihoods and environmental integrity. The deliberate management of trees and forests is key to realizing climate-smart landscapes, as they increase carbon sinks, improve resilience to climate change, support people's livelihoods and sustain agricultural value chains.

The programme started on January 1, 2019 and will be completed on December 31, 2023. During the inception phase, we developed country-level theories of change (ToCs) and thematic programmes on NDCs, Agrocommodities, Restoration and Business & Finance. In the second half of 2019, the country-level work programmes took off, allowing for the thematic programmes and a cross-cutting gender & youth component to gradually take shape in 2020. During the same period, a programme on dry lands was developed, with a focus on Ethiopia. Following disastrous fires in many tropical regions in 2019, a subprogramme 'Fire-smart landscape governance: from opportunity to lasting change' was approved as an addition to WL, with a start in 2021. The Fire-Smart Landscape Governance Subprogramme promotes a landscape approach towards establishing fire-smart landscape management. This should result in reduced or eliminated risk of extreme wildfire events for the benefits of sustainable use of forest and trees, contributing to climate-smart landscapes. Even though it has a specific focus on wildfires, it adheres to the same general principles as the rest of WL. In 2021, it started in Bolivia and Indonesia, and in 2022 it expanded to Uganda, Ghana and Ethiopia.

The approved maximum budget was €11,470,000, revised to €14,145,000 on August 4, 2021.

Overview

The WL programme is operational in Bolivia, Colombia, DR Congo, Suriname, Ghana, Indonesia and Viet Nam, and since 2020 in Ethiopia. With the Fire Smart Landscape Governance sub-programme, it also expanded to Uganda. The objective of the WL programme is transformational change towards fire- and climate-smart landscapes in the tropical forest regions. The programme specifically focusses on three conditions (pillars) needed for achieving climate-smart landscapes: (i) inclusive landscape governance, ensuring that decisions reflect the interests of local communities, taking the interests of men, women and youth into account; (ii) more sustainable land-use practices by small-scale and large-scale producers of agricultural and forestry products; and (iii) responsible business and finance, leading to effective implementation of social and environmental standards and commitments, and equitable inclusion of smallholders in value chains.

We assess programme impacts in terms of the area and the number of people benefiting from improved fire- and climate-smart landscape practices and policies. In the inception report, we estimated that implementing our plans would directly and indirectly contribute to improved landscape governance and land-use practices in an area of over 11 million ha, impacting the livelihoods of 2.15 million men, women

and youth.¹ Improved policies and practices would have the potential to be relevant for an area of more than 77 million ha and impacting 8.3 million people.

Strategies

The landscape approach – engaging multiple stakeholders in collective action to achieve a shared landscape vision– is WL’s fundamental approach. At the landscape level, our target groups are smallholder men and women, local communities and small and medium-sized entrepreneurs, as well as larger businesses and local governments. In each landscape we work together with these stakeholders on one or more models (‘propositions’) to respond to climate change through the integration of forests and trees in fire- and climate- smart landscapes. The key intended outcomes are that: (i) local men and women participate in decision-making on land use, fire management and governance; (ii) smallholders and local communities adopt fire and climate-smart practices; and (iii) private companies integrate smallholders in value chains, and implement standards and commitments, with the ambition that men, women and youth participate and benefit on an equal basis.

To support these changes at landscape level, we seek to achieve five broad outcomes that help mainstream climate considerations in enabling local and national conditions, including policies, private commitments and civil society roles (see ToC visualisation in Annex 1). The target groups are governments and civil society organizations (CSOs) involved in forest and landscape governance; forest and farm producer organizations (FFPOs), women and youth organizations; and investors and companies. The fire-smart landscape subprogramme, which started in 2019, has a separate, evolved ToC (Annex 2).

In parallel, we specifically aim to better anchor forest and tree-based mitigation and adaptation approaches as developed at the landscape level into Nationally Determined Contributions (NDCs), which lay down national climate targets and the plans to achieve them in the programme countries. We propose the WL landscape propositions as models for the implementation of the NDCs, while, in turn, we expect that well-designed NDCs are enablers for change towards the climate-smart landscapes that we seek to achieve. As an intended outcome, we strive for the adoption of revised NDCs that operationalise the concept of climate-smart landscapes with an increased role for forest and trees, taking the interests of men, women and youth equally into account. Additionally, that revised NDCs take in to account fire risk management to encourage the adoption of fire-smart practices and prevent the occurrence of wild fires in forested landscapes.

At the international level, we stimulate South-South learning and policy innovation, and we translate lessons into concrete inputs into international policy processes related to climate change and landscape governance. The intended outcome is that international-level actors incorporate national experiences and evidence on forest and trees in fire- and climate-smart landscapes in updated climate commitments and related policies.

Themes

In order to structure the programme, we established four themes that help bringing focus and coherence to the national ToCs, and to establish a mutually reinforcing ‘linking and learning’ relation

¹ These figures relate to the original WL programme.

between landscape activities and international activities. By combining applicable country and landscape-level activities into a coherent thematic programme, we believe the programme will be more effective and its impact will be greater, both internationally and nationally.

The themes are based on clear cross-cutting issues present in many or all countries, and on opportunities provided by the international agenda, in particular where the international agenda is a potential driver of climate-smart behaviours in the selected landscapes. Each theme consists of elements of the national ToCs, as well as additional elements of a cross-cutting and/or international nature. The latter could include learning-oriented elements, but also international policy-oriented elements. Thematic teams, comprised of staff from the various Network members, coordinate the implementation of each theme. The four themes are:

1. Nationally Determined Contributions
2. Agrocommodities
3. Restoration
4. Business and finance

Next to themes, the WL programme has a cross-cutting strategy on Gender and Youth. Gender and youth elements are integrated in all thematic and national programmes, but they are also organized in a separate strategy which, in general terms, is organized in the same way as the thematic programmes.

Fire-Smart Landscape Governance Subprogramme

The Fire-Smart Landscape Governance Programme envisions that risks of wildfire events in the tropics are reduced or eliminated for the benefits of sustainable use of forest and trees in climate-smart landscapes.

To contribute to the long-term outcomes, three interconnected pathways of change (work packages) were established, targeting different actors:

Pathway 1: Structural changes in fire-prone landscapes, operationalized by TBI network partners in their respective countries, by supporting national governments in adoption of a landscape approach for fire management; facilitating multistakeholder dialogues to implement shared and collaborative governance in the fire-prone landscapes, and empowering communities to be part of the inclusive and participatory processes in governing and managing fire-prone landscapes.

Pathway 2: Strengthened civil society: Learning, capacity building and coordination of civil society organisation, including the TBI network.

Pathway 3: Visibility and networking: improving awareness of (inter)national practitioners, policy makers and international fora so that they recognize the importance of adopting fire risk management approach to reduce wildfire risks in its relation with climate change mitigation and adaptation in the tropics.

Structure of the programme

Implementation

The WL programme is implemented by TBI network members comprised of independent Tropenbos organizations in Indonesia, Viet Nam, DR Congo, Ghana, Suriname, Colombia and the Netherlands. In Bolivia, where there is currently no Tropenbos Network member, the programme is implemented by partner organization IBIF. We are also collaborating with PENHA, a regional network promoting sustainable development among pastoral and agro-pastoral communities in Ethiopia, and with Ecological Trends Alliance (ETA) of Uganda.

Each partner organization manages a country programme, with a country level ToC that responds to the general WL ToC (the FLG has a separate ToC and derived country ToCs). Each partner implements the programme on the basis of a multi-annual agreement, which is operationalised on an annual basis by means of annual work plans and budgets. These annual work plans allow for adaptive management of the programme.

The thematic programmes are managed in an analogous way, but coordinated by the secretariate.

Country programme	Period*	Approximate budget* [§]
Bolivia (Guarayos landscape)	2019-2023 <i>2021-2023</i>	665,250 <i>715,000</i>
Colombia (Solano landscape)	2019-2023	897,750
Suriname (Upper Suriname River landscape)	2019-2023	897,750
Ethiopia#	(2020-)2022-2023 <i>2022-2023</i>	770,000 <i>215,000</i>
Ghana (Juabeso-Bia & Sefwi Wiawso landscape)	2019-2023 <i>2022-2023</i>	665,250 <i>233,000</i>
DR Congo (Bafwasende landscape)	2019-2023	665,250
Uganda (Murchinson landscape)	<i>2022-2023</i>	<i>99,000</i>
Viet Nam (Upper Srepok River Basin)	2019-2023	665,250
Indonesia (Ketapang landscape)	2019-2023 <i>2021-2023</i>	665,250 <i>510,000</i>

*italics: FLG subprogramme

Individual contracts up to 2022, regular country agreement from 2022; no selected landscape

§ Actual country budgets can be higher due to allocations of thematic funds

PMEL system

A programme-wide planning, monitoring, evaluation and learning (PMEL) framework is the basis for reporting to DGIS, as well as for learning and adaptive planning. The PMEL framework is consistent with the International Aid Transparency Initiative (IATI) requirements, where the results are available. The overall PMEL framework is based on a small number of quantitative Key Performance Indicators (KPIs), complemented with qualitative assessment techniques.

Two Key Performance Indicators (KPIs) are used to monitor impacts, i.e., the area and the number of people affected by improved practices and policies related to climate change adaptation and mitigation. Either KPI is disaggregated in a set of related (and to an extent overlapping) sub-indicators. The sub-indicators serve to clarify the KPIs, and allow for local variation in interventions.

To assess the extent to which the programme contributes to changes in target group practices and policies, we use the Outcome Harvesting technique. Outcome Harvesting does not assess progress towards predetermined objectives or outcomes, but rather, it collects evidence of what has changed and, then, working backwards, determines whether and how an intervention has contributed to these changes. This is then interpreted in terms of the ToC.

Learning and reflection are organised at various levels.

Through **biweekly network meet-ups** we exchange and discuss common issues and lessons learned with a large proportion of the staff in the WL-countries (and including staff from countries where TBI has projects but which are not represented in the WL programme). In addition, each country team organizes **bi-annual reflection meetings** to reflect on their progress vis-à-vis the country theory of change, and prepare for joint WL-planning and reporting. These feed into network-wide interactive ‘planning, learning and reflection events’ (**Learning Weeks**): a series of two-hour online learning sessions extending over two weeks in autumn and in spring, and involving many staff from all countries. Network meetings and Learning Weeks help to streamline common procedures and strengthen capacities, such as reporting on key performance indicators, applying theories of change, outcome harvesting, and a common gender and youth approach.

Learning cycle component	Purpose	Scheduling
Country reflection meetings	Review of progress, strategies, assumptions, lessons learned, gender, revision of ToC, ...	Biannually, in each programme country
Outcome harvesting	Collecting and documenting outcomes and KPIs	Prior to country reflection meetings
Learning week	External lectures, joint planning, joint analysis of progress etc., alignment country <> thematic programmes, discussion of programme-wide topics and issues	2 week period with c. 6 two-hour meetings
Network meetings	Mutual update, discussion of a variety of common themes, developed methodologies, ...	Bi-weekly 1.5 hr network wide meetings
Thematic team meetings	Discussing common approaches and objectives, developing joint products	Depending on theme, in each of the WL themes (incl Gender and Youth)

2. Purpose and Scope

Purpose

The overall goal of the Evaluation is to assess the achievements of the Working Landscapes Programme against its overall goal and objectives, how this has been achieved and what were the lessons learned.

The evaluation serves external accountability as well as internal learning objectives:

- a) Accountability: accountability to the donor, the MoFA, and to local stakeholders, including target indigenous and other local communities

- b) Learning: internal learning related to the future: what can be learned from WL strategies and approaches in order to improve design and implementation of new programmes and projects by TBI and its partners.

The two objectives complement each other: accountability will serve as the basic reference for the evaluation. Learning will determine focus of the evaluation, within the parameters of the accountability standards.

A Reference Group comprising representatives of DGIS, TBI and external experts has been established to oversee the independence and quality of the evaluation.

Intended users of the evaluation

The evaluation is intended to contribute to improved internal policies and practices of the following three groups of users, with the following specific purposes:

Ministry of Foreign Affairs-IGG

- Accountability – the extent to which WL’s objectives have been achieved
- Better understanding of the role and/or benefits of landscape programmes in driving transformative change within the IGG portfolio, from a variety of perspectives (inclusion, integration of multiple goals, governance).
- Better understanding of the extent to which innovation programmes can drive change at wider scales.
- Lessons for a follow-up programme

Tropenbos International

- Learning about programme level assumptions and strategies
- Learning about programme strategies for collective internal and external learning and joint activities aimed at increasing programme-wide coherence of landscape projects across widely varying contexts.
- Learning about effective scaling strategies for locally owned solutions.
- Learning about effective strategies to create the enabling conditions necessary to successfully facilitate transformational change.
- Understand technical, HR, logistical, administrative and financial capacities for programme implementation.
- Recommendations and lessons for future programme design and implementation.

Implementing Partners

- Identifying successful strategies in reaching programme objectives.
- Understanding what did and did not work well during programme implementation and why.
- Knowledge management and how this promotes collective learning and shared actions with stakeholders (external) and across the TBI network.
- Recommendations to increase implementation efficiency and create the enabling conditions necessary for success.
- Understand technical, HR, logistical, administrative and financial capacities for programme implementation.

Scope

The evaluation comprises the programme as a whole, including the FLG Subprogramme. Geographically, the evaluation will focus on the Theories of Change (ToCs) and programme implementation in the programme as a whole, with in-depth evaluations in four-five country programmes and four themes capturing fundamental cross-cutting issues that allow evaluation of the programme from multiple angles (different scales, different contexts, different types of stakeholder interest). Together the selected countries and themes are expected to adequately represent the diversity of the programme. Relevant aspects of the programmes in countries not selected for country-level evaluations can be included through document study, remote consultation and virtual meetings.

The Reference group provides a short diagnosis of the countries as a basis for selection for in-depth evaluation, based on the following criteria:

- Representation of the main landscape ‘types’ (forest landscapes, agrocommodity frontier landscapes, and smallholder mosaic landscapes).
- A (subjective) assessment of the national context in which the programme operates.
- Adequate representation of the selected themes in the selected countries, and vice versa.
- Countries in which implementing partners participate in WL as well as in a coalition of NGOs as part of a rights-based programme (“POV participation”; allowing evaluation of lead question #2).
- Applicable programme themes, capturing three fundamental cross-cutting issues that allow evaluation of the programme from multiple angles (different scales, different contexts, different types of stakeholder interest).
- Practical considerations (safety, maturity of the programme).

	BO	CO	SR	GH	DRC	UG	ET	ID	VN
Landscape typology									
Agrocommodity frontier	Blue	Light Blue						Blue	Blue
Smallholder mosaics		Blue		Blue	Blue			Blue	
Deep forest landscapes	Light Blue	Light Blue	Blue		Blue				
Subjective Context Score (political, economic, ...)									
Comparably dynamic	Orange	Orange			Orange		Orange		
Comparably stable			Orange	Orange		Orange		Orange	Orange
Themes									
Fire (part of FLG subprogramme)	Light Green			Light Green		Light Green	Light Green	Light Green	
Agrocommodity				Light Green	Light Green			Light Green	Light Green
Gender and Youth focus	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green	Light Green
NDC focus	Light Green	Light Green	Light Green	Light Green	Light Green		Light Green	Light Green	Light Green
PoV participation	Light Green	Light Green		Light Green	Light Green	Light Green		Light Green	Light Green
Exclusion factors*									
Safety issues		Red							
Field programme not mature						Red	Red		

*A shaded cell means: ‘less suitable for evaluation’.

The evaluation covers the period from the beginning of the project (January 2019), and takes into account the results until May 2023, recognizing that partners will still achieve outcomes in the remainder of the programme period.

3. Main evaluation questions

The evaluation questions reflect elements relevant to the goal of the evaluation and its intended users. The questions below are meant as general guidance and shall be extended or refined during the inception of the evaluation:

We would like to distinguish two components in this evaluation, addressing two lead questions:

Lead question (1) addresses programme implementation in function of the programme ToC, the country level ToCs and their subsequent evolution. The questions follow the regular evaluation categories.

Lead question (2) zooms out and strategically examines the extent to which WL has been successful in changing conditions that drive the transformation towards fire- and climate-smart landscapes including the (implicit) underlying assumptions of selecting the landscape level and landscape approaches to achieve this.

Lead question (1) programme implementation

Relevance

1. To what extent has the programme responded to needs and demands of local communities, local authorities and other identified stakeholders, and how were they engaged in setting priorities and implementation?
2. To what extent is the programme consistent with national/subnational government policies and DGIS policies in relation to climate resilience?

Effectiveness and flexibility

3. To what extent did WL achieve the planned results, i.e. as captured in the ToC, in the focal landscapes?
4. To what extent can results be explained by autonomous developments (i.e. not driven by the programme)?
5. What is the reason for achievement or non-achievement of the objectives?
6. How did the programme and partners respond to Covid pandemic? How did this affect programme implementation and the approaches taken?
7. How did programme and partners capitalize on opportunities to achieve change? How did they deal with challenges and how did this reflect in their approaches?
8. Which role did the programme (thematic programmes, learning approach within the programme, external learning including in the landscapes) play in achieving WL objectives at country (landscape) level? To what extent has this contributed to better and more effective approaches among partners?
9. In particular, to what extent has the Fire-Smart Landscape Governance subprogramme been effective in providing focus, coherence and momentum to the landscape projects.
10. To what extent did country level experiences contribute to achieving WL objectives at a programme level?

11. To what extent was the Monitoring, Evaluation and Learning strategy fit for purpose and used adequately (adaptive management)?

Efficiency

12. How do the costs of implementing this programme compare to other similar programmes?
13. Could more results have been produced with fewer resources or an alternative choice of strategies?

Impact

14. To what extent have the programme and partners mobilized/generated additional momentum towards transformative change in the focal landscapes? What would have happened without WL's interventions and how does it relate to the programme's baseline? To what extent would other implementers have achieved similar results?
15. How do local stakeholders perceive the impact and contribution of the programme?
16. To what extent has WL been able to influence choices and implementation in NDCs?
17. To what extent can impacts be substantiated and how did WL 'solve' the issue of KPI's at direct, indirect and plausible impact level? Do the KPIs and subKPIs applied capture the anticipated impact of the programme (results in the ToC) in sufficient detail and understanding?
18. To what extent did local experiences of WL contribute to policy reform at (sub)national and international levels?

Sustainability

19. To what extent can target actors, target groups (boundary partners) independently sustain the benefits achieved by the programme? To what extent do they have the capacities to do this?
20. To what extent do partners face dilemmas regarding direct interventions versus facilitation (interventions through target groups) and how did they deal with it?
21. To what extent is there evidence of lasting effects on local partner capacities, in terms of their technical, Human Resources Management, logistics and financial and administrative implementation capacities?

Gender and Youth

22. To what extent has the programme mainstreamed gender and youth in programme design and implementation?
23. Have women, men and youth benefitted equitably from the programme?

Lead question (2) strategic positioning of landscape programmes

TBI partners operate in frontier landscapes where they need to address a variety of often intractable vested interests. They achieve change by engaging relevant actors in a landscape approach and demonstrating how local action leads towards fire- and climate-smart landscapes. The evaluator is asked to reflect on the following questions:

24. To what extent has the programme been able to operationalise the landscape approach and use it towards the achievement of its objectives?
25. To what extent and under what conditions have the landscape approach and locally owned solutions as proposed by WL contributed to transforming political and economic systems that drive unsustainable land use? What are the opportunities and limitations of this approach? To what extent does the programme provide stakeholders with tools to achieve systemic change?

26. Given the opportunities and limitations of the focus on the landscape approach and on locally-owned solutions as selected in this programme, what has been WL's possible contribution among the range of strategies needed to address the political economy of resources use in forested tropical landscapes?
27. And, to what extent have programme and partners succeeded in broadening their range of strategies and partnerships beyond landscape approaches (for instance, to lobbying and advocacy approaches and/or partnering with such organisations) to address fundamental drivers of unsustainable land use (and related human rights issues)?

The specific evaluation questions will be fine-tuned by the lead evaluator in collaboration with the reference group.

4. Methodology

Approach

The evaluation will be conducted in three phases, in which a 'lead evaluator'² will work together with national evaluators at least countries. A reference group consisting of a DGIS representative, a programme representative and (an) external expert(s) will provide guidance and reflection.

There are three options for the recruitment of independent country evaluators, one of which needs to be selected in the expression of interest (see section 9). Country evaluators are to be national or regional evaluators.

Option 1: the lead evaluator will recruit and contract national evaluators as part of the assignment.

Note: the availability of consultants in a country will not be considered as leading in the selection of countries to be evaluated.

Option 2: TBI will recruit and contract independent national evaluators (either directly or through its local partners).

Option 3: A mix of Option 1 and 2.

In the first (inception) phase, the lead evaluator, along with national evaluators, will review available programme documents and data to develop an inception report (an evaluation plan), which lays the basis for a more detailed evaluation set-up of the programme (both country and overall).

In the second phase, the national evaluators, with support of the lead evaluator, will conduct the evaluation in the countries. The lead evaluator will be responsible for evaluating the overall programme (including lead question 2).

In the third phase the lead evaluator will conduct an overall analysis (or meta-analysis), answering the main evaluation questions for the achievements of the programme as a whole in relation to the overall WL Theory of Change, based on a synthesis and analysis of the data and conclusions from the country and overall programmes. The lead evaluator(s) will produce a synthesis report based on the findings of the country and thematic evaluations.

² which could be a team with different disciplines or an organization as well

Proposed methodologies

The following general methodologies are offered as suggestion:

Desk study

Both the lead and the national evaluators may review a number of key documents relevant for the analysis e.g. the WL programme document, inception reports (baseline), annual partner reports and plans, case studies, communication materials, midterm review reports (if available), harvested outcomes, Miro boards, etc.

Outcome analysis

Partners have harvested outcomes during the course of the programme. A percentage of these outcomes may be substantiated with external sources for more accuracy and independence. An analysis of these outcomes can feed the desk study.

Interviews and/or focal groups

The lead and national evaluators may perform interviews with key WL staff and external stakeholders (as relevant), e.g. local stakeholders and external experts at programme, country and thematic level.

Online consultation, data collection and learning

TBI and partner staff are generally well-versed in online collaboration using the Miro application, and this could potentially be used for (asynchronous) data gathering and discussion across countries, supplementing off-line data gathering.

Validation and sense-making workshop

The national evaluators may facilitate a validation and sense-making workshop with local partners to further enrich the collected data and analysis.

5. Timeframe

	March	April	May	June	July	Aug	Sep	Oct
Phase 0								
Drafting of ToR	25/3							
Constitution reference group (names and agreement)	31/3							
Completion draft ToR	31/3							
Discussion & agreement ToR + short list potential evaluators		6/4						
Tender for Lead Evaluator(s)		15/4						
Deadline for applications			1/5					
Interviews shortlisted applicants			8/5					
Confirmation of selection by RG and to winning consultant			12/5					
Contracting of evaluator(s)								
Phase 1								
Delivery of the evaluation workplan			29/5					
Discussion of the evaluation workplan with RG in an online inception meeting				2/6				
Revised and updated evaluation workplan				6/6				
Recruitment of national evaluators								
Contracting of national evaluators								
Phase 2								
Implementation of evaluation								
Regular progress updates with head evaluator								
Implementation of national evaluations								
Country level validation meetings								
Phase 3								
Analysis and compilation report								
TBI Network meeting (validation and/or debriefing to partners)								
Delivery of draft report							15/9	
Discussion of draft report with RG in online meeting							22/9	
Revised and updated evaluation report							29/9	
TBI response to the evaluation							29/9	
Submission to DGIS								5/10

6. Responsibilities and deliverables

Responsibilities

The evaluation will be led by a lead evaluator (or lead evaluator team), who will guide and cooperate with national evaluators in the respective WL programme countries. The lead evaluator will subsequently do the overall evaluation of the programme, based on the data collection and analysis by the national evaluators.

More specifically, the lead evaluator(s) will be responsible for:

1. Developing the evaluation methodology in consultation with the reference group.
2. (If option 1 or 3 for national evaluators is selected), recruiting and contracting independent national evaluators in the selected countries.
3. Coordinating the overall evaluation with national evaluators.
4. Coordinate closely with TBI team on logistics and progress.
5. Reviewing primary reference data (such as programme documents, annual plans & reports, harvested outcomes etc.) of the WL programme.
6. Conducting the evaluation of programme-level aspects of WL.
7. Optional: visiting one or at most two country programmes.
8. Optional: conducting (at most) one of the national evaluations.
9. Addressing the second lead question (see section 4).
10. Quality control and analysing the reports by the national evaluators.
11. Interacting with WL staff including staff of non-evaluated partners as appropriate and, where relevant, external stakeholders, including DGIS and/or embassy personnel.
12. Based on the above draw conclusions and formulate recommendations.
13. Providing a comprehensive evaluation report, to be submitted to the reference group by 15 September (draft) and 29 September (final)
14. Conducting a debriefing with the reference group.
15. Presenting the findings in a TBI (extended) Network meeting.

The national evaluators will

1. Review local primary reference data (ToC, work plans, progress reports, harvested outcomes etc.).
2. Conduct interviews with key partner staff, landscape stakeholders, external reference experts including embassy personnel as appropriate, and other stakeholders.
3. Review outcomes in relation to the (landscape or country) ToC.
4. Facilitate a workshop to present draft findings and enrich and validate the findings.
5. The national evaluator will share a final report with the lead evaluator(s) in a pre-determined format.
6. Liaise with the final evaluator for clarification of the findings in the country reports.

Deliverables

(of the evaluation as a whole, including the national components)

- An evaluation inception report, including: planning timeline, methodology / approach, planned stakeholders to be consulted, data collection and analysis tools, coordination approach with the national evaluators.
- Draft and final country level evaluation reports (produced by national evaluators) addressing the comments by country level TBI partners. The main body of the report should not exceed 30 pages and should include an executive summary, brief project background and recommendations directed at implementing partners and at TBI.
- A draft overall evaluation report.
- A final evaluation report addressing all comments. The main body of the report should not exceed 30 pages and should include an executive summary, brief project background, consolidated recommendations to implementing partners and recommendations directed at TBI and DGIS. Technical information should be included in appendices only.
- Debriefing presentation in the reference group
- Debriefing presentation at a TBI network meeting

Recommendations should be directed to the three intended users of the report and address the stated objectives. Recommendations to (individual) implementing partners and TBI will be included in the country reports; the main report should summarise or consolidate the country level recommendations as applicable.

7. Qualifications and experience sought

Lead Evaluator(s)

- At least 10yrs of evaluation expertise in three or more of the following themes: natural resources governance and management, landscape approach, development policies, gender, climate change
- Experience with complex programme evaluations, multiple partners and in multiple countries.
- Experience in working with ToCs and Outcome Harvesting.
- Facilitation skills, presentation skills, ability to deal with different expectations and interests.
- Experience with multiple regions/ countries where the partnership is active.
- Good organisational, collaboration and communication skills.
- Excellent writing skills and experience with bringing together different reporting formats.
- Fluent in English and ability to read French and/or Spanish.

National evaluators

- At least 5yrs of evaluation expertise in three or more of the following themes: Natural resources governance and management, landscape approach, development policies, gender, climate change
- Experience in working with ToCs and Outcome Harvesting
- Facilitation skills, presentation skills, ability to deal with different expectations and interests.
- Knowledgeable of the political, social, economic and environmental context of the country
- Good organisational, collaboration and communication skills;
- Excellent writing skills and experience with bringing together different reporting formats;
- Fluent in English and national language(s), preferably also local language(s) spoken in the focal areas.

8. How to apply

Procedure

- Submit your short expression of interest and annexes by **01 May 2023** to “TBI WL evaluation Reference Group” at tropenbos@tropenbos.org.
- Shortlisted candidates/teams will be invited for an interview with representatives of the reference group, between 8 and 11 May, 2023, to further discuss their approach and motivation and clarify questions about the assignment and WL ToC. Based on these interviews, one candidate will be selected.
- We anticipate to inform the selected candidate by 12 May 2023.

Expression of interest

The expression of interest should not exceed 4 pp (exclusive of annexes) and reflect on this ToR and outline:

1. Your qualifications and track record, with reference to the WL programme countries
2. Your motivation for this assignment
3. A suggested approach for this assignment, including the use of specific online and/or offline methodologies and approaches, timeframe and a budget (based on the number of days for the lead evaluator(s) and if desired, including one, or at most two visits to a programme country).
4. Your selection of 4-5 countries for in-depth evaluation and its rationale
5. Your preference for recruiting national evaluators (option 1, 2 or 3), and the approach you will take (or have taken) in case of option 1 or 3.
6. Your approach to organizing and motivating a team of national evaluators to deliver a high quality and consistent evaluation.

Applicants are asked to also submit annexes with a curriculum vitae (including with previous evaluation assignments), a statement of availability for the period of the evaluation and (a) statement(s) of independence³. In case of option 1 or 3, please also provide CVs and previous evaluation experience of proposed national evaluators.

Budget

The available budget for the evaluation depends on the option selected for recruiting national evaluators. It consists of the direct costs of implementation (included in the contract) and in-kind enabling costs (costs borne by TBI and partners to enable the evaluation, specifically the cost for field visits and local meetings).

Budget ceilings for the financial offer

	Maximum available for direct costs	Additionally available budget not to be included in the offer	Additional budget includes
Option 1	105,000	30,000	Organizing costs in 4 or 5 countries, stakeholder meetings, local travel

³ Whereby independence is defined as not being or having been substantially involved in the implementation of WL and having no stake in its outcome.

			and subsistence (local standards) in the field for evaluators
Option 2	65,000	70,000	Organizing costs in 4 or 5 countries, stakeholder meetings, local travel and subsistence (local standards) in the field for national evaluators, fees for national evaluators based on 12-15 days per country
Option 3	discuss	30,000 + ?	

Lead evaluator budget includes fee, travel, subsistence and other expenses, excl. VAT. National evaluators' budget (option 1) includes fee, expenses and regional travel (if applicable)

Evaluation of proposals

Expressions of interest will be shortlisted applying the following criteria:

- Motivation provided, your take on the evaluation purpose and questions, and proposed general approach
- Expertise record (evaluation expertise, subject matter expertise, WL country expertise, past experience in working with national evaluators)
- Rationale provided for countries selected for in-depth evaluation
- Reduced travel cost/footprint (by using national experts)
- Quality of the proposed national evaluators (if applicable)
- Ability to guide a group of national evaluators and ensure consistency and quality
- Reduced travel cost/footprint (by using national experts)
- Ability to implement novel/creative methods that produce information at low cost and/or low footprint
- Budget

In case of equal scores, a proposal for option 1 will take precedence over option 2.

The final decision will be based on the above criteria and the interview

We reserve the right to accept a proposal but reject one or more proposed national evaluators.

Tropenbos International reserves the right to cancel the procurement procedure, without candidates being entitled to claim any compensation. Publication of this procurement notice does not commit Tropenbos International to implement the programme or project announced.

9. Further information

Further enquiries can be directed at Roderick Zagt (roderick.zagt@tropenbos.org) or André Brasser (andre.brasser@tropenbos.org).

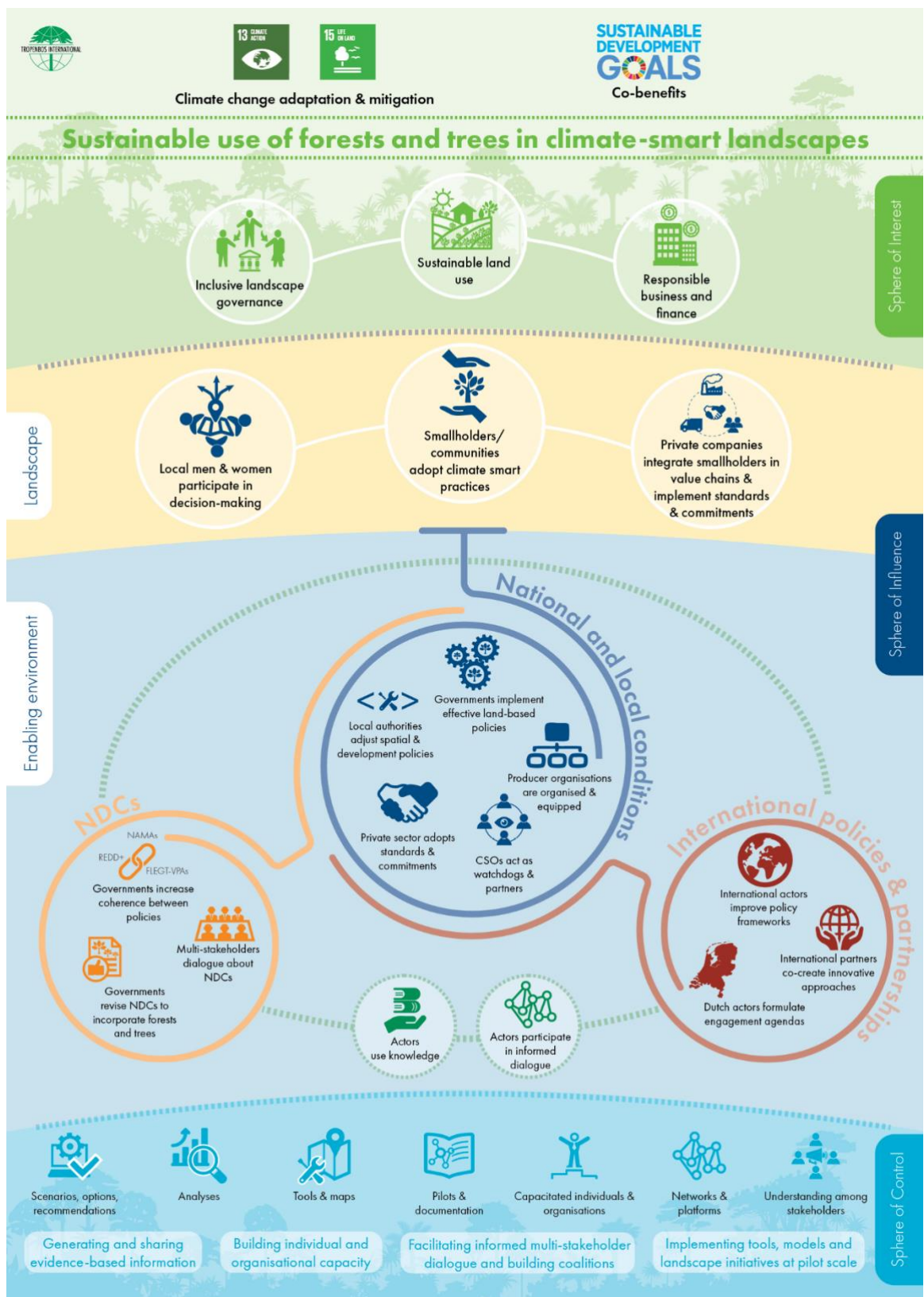
General descriptions of WL can be found on www.tropenbos.org, specifically [Working Landscapes - Tropenbos International](#) and [Fire-smart landscape governance programme - Tropenbos International](#)

Country-level information can be accessed through [Where we work - Tropenbos International](#)

The following information is available [here](#):

- The [programme inception report](#) provides an overview of country and thematic programmes and their ToCs.
- The Fire-Smart Landscape Governance [programme document](#) (2021) and [country overview](#)
- A [mid-term review](#) was conducted in 2022.
- The [latest progress report](#) (2021)

Annex 1. ToC of the Working Landscapes programme



Annex 2 ToC Fire-smart landscape governance subprogramme

