

Green Livelihoods Alliance

Forests for a Just Future programme

Terms of reference (external) - Mid Term Review GLA central coordination

Alliance:	Green Livelihoods Alliance (GLA)
Programme:	Forests for a Just Future (FfJF)
Reference:	Consultancy GLA - MTR FfJF
ToR publication date:	December 21st, 2022

In brief

The Green Livelihoods Alliance (GLA) seeks the services of an evaluator for the purpose of conducting a mid-term review in 2023 of the Forests for a Just Future programme according to the terms of reference set out herein. Key details:

- GLA is a strategic partnership consisting of six alliance members, two technical partners and over 65 country partners based in 11 countries in Africa, Southeast Asia and South America.
- **Areas of expected impact:** climate adaptation & mitigation, inclusive forest governance, IPLCs, addressing deforestation drivers, strong civil society, gender & youth; environmental human rights.
- **Programme duration:** January 1, 2021 to December 31, 2025.
- **Programme locations:** Bolivia, Cameroon, Colombia, DRC, Ghana, Indonesia, Liberia, Malaysia, Philippines, Uganda, Viet Nam, global.
- **Timeline of assignment:** March to October 2023
- **Budget range:** A maximum budget of EUR 95.000 (including all taxes) is available for this assignment. The alliance also counts on additional budget for other MTR-related activities. Please note that a cost-benefit analysis is part of the analysis of proposals.
- **Selection process:** Consists in two parts: (1) Expressions of interest (EoI) requested to be sent to the GLA global coordination PMEL officer Karel Vieler (karel.vieler@milieudefensie.nl) by **January 17, 2023**. From these, a maximum of 3 pre-selected candidates will be invited by January 31 to present more detailed proposals, with a deadline of February 20.

A. Programme Background

The [Green Livelihoods Alliance \(GLA\)](#) is a strategic partnership between [Milieudefensie](#), [Gaia Amazonas](#), [IUCN National Committee of the Netherlands \(IUCN NL\)](#), [Non-timber forest products – exchange programme \(NTFP-EP\)](#), [Sustainable Development Institute \(SDI\)](#) and [Tropenbos International \(TBI\)](#) with technical partners [Fern](#) and [Women Engage for a Common Future \(WECF\)](#). The programme is funded by the Dutch Ministry of Foreign Affairs *Directoraat Generaal Internationale Samenwerking (DGIS)* through the DSO [Power of Voices policy framework](#), in partnership with the Inclusive Green Growth (IGG) department.

The **Forests for a Just Future** (FfJF) programme (January 2021 - December 2025) of the GLA has the long-term goal of ensuring that tropical forests and forest landscapes are sustainably and inclusively governed to mitigate and adapt to climate change, fulfil human rights and safeguard local livelihoods. It aims to increase the participation of indigenous people and local communities (IPLCs)¹, including women and youth, in policy and decision making regarding their (land) rights and forest governance; and to strengthen lobby and advocacy efforts to hold governments and agro-commodity, extractives, energy and infrastructure industries accountable for deforestation and human rights violations. The programme's [Theory of Change](#) (ToC) takes an intersectional and gender transformative approach and revolves around three mutually reinforcing pathways of change:

- Pathway A: Strengthening IPLC governance over increased areas of forest;
- Pathway B: Government and agro-commodities, extractives, energy and infrastructure sectors no longer drive deforestation; and
- Pathway C: Citizens enjoy human and women's rights and safely participate in social movements.

To reach our goals, the alliance collaborates with over 70 civil society organisations (CSOs), IPLCs, women's organisations and social movements in 11 countries in South America, Africa, and Asia, as well as internationally. Recognising the risks faced by these collectives, the programme pays particular attention to ensuring the operational space and security of IPLC leaders, CSO activists, and (women) environmental human rights defenders ((W)EHRDs).

For more information concerning the FfJF programme, you can contact the GLA global coordination PMEL officer Karel Vieler (karel.vieler@milieudefensie.nl).

B. The Assignment

The Green Livelihood Alliance will conduct a Midterm Review (MTR) of the FfJF for the period of 2021 – mid 2023. **The alliance calls for an external consultant or consultancy firm to come up with a proposal for an appreciative user-centred MTR, that can help all organisations involved to reflect and adapt their strategies.** The consultant will be required to work closely with the programme planning, monitoring, evaluation and learning (PMEL) team, the Programme Coordination Group (PCG) and the country coordinators. The consultant may also be required to provide guidance to country-level MTR facilitators that may be hired by the GLA in-country to support during specific parts of the process.

This MTR will monitor progress made by the programme so far, as well as internal and external partnership collaboration for programme implementation. It will provide valuable input to assess if the programme Theory of Change (ToC) continues to hold or if adjustments may be required either at programme level or country level in objectives, assumptions and/or strategies. It will also provide information to determine the progress on the GLA indicators compared to the baseline and if the targets set are still valid or need to be adjusted.

¹ The current international consensus is to not place indigenous people and local communities in the same acronym, but make a clear distinction between the two groups, which is more in line with reality. In our activities and strategies we clearly make this distinction, but for clarity/continuity reasons we will continue using the term 'IPLC', at least until the MTR.

The MTR should be carried out in such a way that it builds on the existing programme ToC, is consistent with the 2021 baseline and meets the MFA requirements in the Grant Agreement. The MTR should be coherent with GLA's commitment to integrate a gender and intersectionality lens that works towards a transformative and inclusive approach. Based on the findings and related analysis, the MTR should also provide recommendations to the alliance to be taken into account during the remaining programme implementation period (2024-25) and beyond. These Terms of reference (ToR) describe the main goals and principles, methodology, roles and responsibilities, deliverables and activities of the MTR and the assignment.

Based on this ToR, **we request interested consultants to send their proposals for the GLA MTR by January 17, 2023**. An initial selection of maximum three candidates will be made by January 31, of which a detailed plan is expected by February 20. The final selection will be made by March 1, 2023.

C. Principles of the Mid Term Review

The GLA aims to approach the MTR based on appreciative inquiry principles² leading to open, safe and reflective learning and adjustment of our actions. The MTR should not only be seen as a review but rather as an open, transparent and constructive utilisation-focused learning process for all involved in the programme. It should be a useful tool for the current implementation of the programme that is feasible and adaptive to the different contexts where the programme operates.

D. Scope and purpose of the MTR

The donor requirements, as established by the grant agreement, establishes that the focus of the review is two-fold:

- 1) *“Programmatic focusing on: Theory of Change, context analysis and risk analysis (including SEAH, fraud and corruption), achievements to date on the output and outcome indicators that are linked to the Strengthening Civil Society and thematic Result Framework basket indicators, cross cutting themes (gender, youth, climate), challenges, lessons learned and good practices, sustainability*
- 2) *“Partnership collaboration focusing on: leading from the South, partnership with the Ministry and the Embassies, lessons learned and good practices”*

Based on this, the GLA has defined the following:

The **overall objective of the MTR** is to generate insights and actionable recommendations for improved implementation of the remainder of the programme, ensuring sustainability of results and continuity of actions. The MTR will lead to recommendations for adjustments to the implementation or the process supporting the implementation.

² <https://appreciativeinquiry.champlain.edu/learn/appreciative-inquiry-introduction/5-classic-principles-ai/>

The midterm review (MTR) is an external and participative review process and will be used for monitoring, learning, accountability and internal communication purposes. The MTR is intended to provide the GLA and the donor with an overview of the progress of the FfJF programme to date from a programme management, strategic and implementation perspective. It will help the Alliance to learn from experiences gained in the first half of the 5-year grant agreement period.

Taking into account [IOB criterion](#) 8, the alliance has decided that the MTR will focus on four of the six OECD Development Assistance Committee (DAC) evaluation criteria, mainly: (i) effectiveness, (ii) impact, (iii) sustainability and (iv) coherence. Besides it will also consider the cross-cutting subjects of climate change, gender & inclusiveness and sustainability.

The GLA has formulated two main objectives for the MTR:

- 1) Assess to what extent and how the GLA programme is making progress towards the programme targets as formulated in the baseline report, how this is influenced by external contextual factors impacting on the programme, what this means for its Theory of Change and how the programme can improve/adjust for the remainder of the funding period.
- 2) Reflect and gain insights on partnership collaboration towards larger programme impact.

The MTR report will provide a reliable overview of progress towards the two above-mentioned objectives at the Alliance level, and give recommendations for strengthening the programme on both aspects.

It will also include brief overviews focusing on the objectives indicated above for each of the country, Local-to-Global-to-Local (LGL) & thematic programmes (Community Rights and Deforestation Drivers & Just Energy Transition). The overviews should be presented as infographics, to be included as annexes to the report.

Given the implementation structure of the programme, the MTR will cover:

- Country programmes (x11)
- International component LGL:
 - Thematic programmes (x2)
 - Key policy dossiers (x4)

The following are relevant stakeholders for gathering information on the above:

- Alliance members and in-country partners implementing the programme
- Technical partners (including in-country gender technical partners and/or consultants)
- The different working groups and governance bodies at the Alliance level
- Other partners not involved in direct programme implementation. For example, the Netherlands Ministry of Foreign Affairs and the Embassies of the Kingdom of the Netherlands in GLA countries (where available).
- External sources, in order to guarantee independent information gathering, triangulation and discussion of bias.

We wish to further narrow down the scope of the MTR and reduce the cost and burden for organisations in the programme. At the same time, we need to have sufficient data quality, therefore we would like the **evaluator to design a sampling approach** (see section F).

E. Main questions of the Mid Term Review

Hereunder further information is provided on the objectives and the main questions that the MTR should address. These questions will be reviewed together with the consultant at the beginning of the assignment for input and adjustment.

GLA MTR objective 1: Assess to what extent and how the GLA programme is making progress towards the programme targets as formulated in the baseline report, how this is influenced by external contextual factors impacting on the programme, what this means for its Theory of Change and how the programme can improve/adjust for the remainder of the funding period.

Preliminary MTR questions (as guidance for external consultant)

- 1) What is the degree of progress within the **main pathways** of the (global/country/thematic) Theory of Change at this stage of the programme? What have been the key internal programme-specific and/or external contextual factors that have influenced this degree of progress?
- 2) What is the degree of progress towards (global/country/thematic) quantitative and qualitative **targets at output, outcome and impact level**? What have been the key programme-specific and/or external contextual factors that have influenced this degree of progress?
- 3) Are the global and country ToCs and assumptions still valid under the current global/country context and broader world views?
- 4) To which degree is there a transversal integration of **gender, youth and intersectionality** within each of the pathways and specifically chosen global/country/thematic strategies?
- 5) What are **challenges, lessons learned, good practices and recommendations** and how will these be incorporated in order to ensure further progress towards programme pathways and goals?
- 6) Are the noticed and measured changes sustainable? Why are they sustainable? What are the threats to the (new) changes? What are recommendations (from both Alliance partners and/or consultants) to ensure sustainability of results and continuity of initiatives post-2025?

MTR objective 2: Reflect and gain insights on partnership collaboration towards greater programme impact.

The aim of MTR objective 2 is to assess and learn how the Green Livelihoods Alliance (GLA) is functioning internally and on a more strategic level both in the programme countries as well as internationally.

Preliminary evaluation questions for the MTR (as guidance for external consultant)

1. To what extent has collaboration within the Alliance and the (country) partners created added value in programme countries or regional programmes? To what extent is collaboration with other partners - outside the Alliance members - taking place in programme countries, including with other Strengthening Civil Society partnerships, and what has been the added value of those collaborations? What are the possibilities to further enhance this collaboration or mitigate challenges during the remainder of the existing programme and beyond?
2. In what elements of the programme has **'leading from the south'** been satisfactory and what can be improved?

3. What has been the added value of the Ministry of Foreign Affairs (MFA), and separately, of its embassies, to the Partnership? And what is the value added of this Alliance to the MFA?
4. Looking at the **GLA risk analysis** (including integrity, fraud and corruption, sexual exploitation and abuse and sexual harassment (SEAH)), have processes been put in place? Are there examples that these are being adhered to and are leading to better practices by partners within the programme? Are there also examples of challenges and risks that have emerged?
5. What are the main **lessons learned and recommendations** (related to the above questions) to reach greater programme impact?

F. MTR process and methodology

Process and phases

The GLA is open to suggestions from the consultant. As a starting point for discussion, we consider that the MTR could be divided in five phases:

Phase 1: Desk review existing background documentation. Including:

- General documentation on the SCS and PoV framework. Including the guidance given by DGIS for the MTR. And the soon to be published IOB report on Dialogue and Dissent 2016-2020 end evaluations.
- FfJF multi-annual Programme document, baseline report, annual plans, annual reports, programme monitoring and evaluation indicator framework, etc.

Phase 2: Preparation

- Mutual learning and planning meetings with peers through KIIs and/or focus group discussions.
- Full elaboration of methodology, tools, etc.
- Development of guidance for in-country coordinators and MTR facilitators.

Phase 3: Data collection, including in depth sampling, consolidation of data and initial analysis of findings.

Phase 4: Alliance global MTR meeting (based on first draft of the report)

Phase 5: Finalisation of MTR report and (online) country validation meetings.

Methodology

The GLA would like the external consultant(s) to propose the overall methodology to be used for the MTR. Based on the initial proposal of the selected consultant, an initial meeting will take place with the GLA PMEL WG to further discuss and refine the proposal. The External Reference Group will also be consulted. Below are some elements to keep in mind:

(i) Data collection and sampling

In its baseline, the GLA has used several methods of data collection, which were considered quite complex and burdensome. The data collected are in line with the GLA Monitoring Framework, in which there are impact, outcome and output indicators. For its Annual Reports, GLA uses outcome harvesting and an online GLA indicator database to monitor progress. In case other tools are suggested by the consultant(s) we would suggest simplifying and prioritising some of the tools used in the baseline, keeping in mind that we aim for an appreciative, user-centred MTR.

To narrow the scope of the MTR, to reduce cost and burden for organisations in the programme and at the same time have sufficient quality data, we would like the **evaluator to design a sampling approach**, with the following in mind:

- **Standard GLA indicator data collection** and analysis that covers the whole programme for all partners for the years 2021, 2022 and up to April 30, 2023). Including:
 - Actual values for the output and outcome indicators linked to the SCS and thematic Result Framework indicators. With quantitative and qualitative information and outcomes at country/regional/global level as well aggregated level
 - Disaggregated as per the [SCS IATI indicator guidelines](#).
 - Linked and compared to the baseline data
- 2-3 day (facilitated) **learning and reflection sessions** in all countries, thematic programmes and per LGL topic group with a short report per session. The consultant is not expected to facilitate the learning and reflection sessions in all the countries. Rather, they should provide guidance to the country-level facilitators for this. Sessions should include:
 - Context analysis, including external factors influencing (the progress of) the GLA programme
 - Risk analysis (including SEAH, fraud & corruption)
 - Assessment of TOC – including validation of assumptions
 - Assessment of cross-cutting themes: Gender, Youth, Climate
 - Assessment of sustainability
 - Lessons learned related to country or LGL programme & partnership collaboration
 - Reflection on contribution of LGL to country level developments and vice versa
 - Discussion of the contribution of the partnerships towards achieved outcomes
 - A reflection on progress towards achieving the 5 year targets
 - Partnership with MFA and Embassies
 - Localisation/ Leading from the South /power balance
- **In-depth sampling** through several methods (e.g. external actor/stakeholder interviews with (local) government (line agencies) representatives, communities, private sector and peer organisations, but also video meetings with community representatives and other evaluation methods etc.) in approximately one third of the program. This may entail:
 - Approximately one third of the countries, and one per region (3 out of 11)
 - One of the LGL thematic programmes (1 out of 2)
 - One of the LGL policy dossiers (1 out of 4)

(ii) Global meeting to review findings and carry out joint analysis (phase 4)

In order to promote joint collaboration, a cross-country joint reflection and analysis of the findings and recommendations will be planned in September. The Alliance will take the responsibility for the logistics of the event (likely to take place in one of the countries of SouthEast Asia). However, the content and general facilitation of the meeting will be the responsibility of the external consultant, in collaboration with the Alliance PMEL Working group.

(iii) Additional aspects to be taken into account when proposing the methodology:

- The MTR should take into account existing annual monitoring, reporting and planning practices used for the programme. This includes the PMEL monitoring framework, as well as the information collected during the baseline and annually through outcome harvesting, through progress reports and reflection/planning meetings etc.
- The MTR is designed in an inclusive and participatory manner: with inputs from partners, MFA, programme staff and from an external and internal reference group.
- The MTR should not only be seen as a review but rather as an open, transparent and constructive utilisation-focused learning process for all involved in the program.
- The MTR will use peer-reviews, which includes both staff from the country & LGL thematic programmes and LGL policy dossiers reviewing and providing advice to other country teams as well as to the alliance partners, to maximise learning.
- The MTR should not distract too much resources and capacity from implementation staff, should give specific context and be logically feasible.
- The MTR should be conducted within the available budget.

G. Key deliverables and associated timeline

Outline planning to be further elaborated by external evaluator:

Timeframe	Consultancy tasks & key deliverables (in bold)	Deadlines (tentative) - when relevant
March - April	<ul style="list-style-type: none"> - Background reading. - Detailed plan full assignment. - Detailed development of methodology and all associated tools, etc. - Period for laying ground-work, preparation and information sharing with partners that allows data collection to take place. - Development of guidance for country MTR facilitators. 	March 31
May-June:	<ul style="list-style-type: none"> - Coordination of (general) data collection in all countries and thematic programmes - Coordination of data from countries and thematic programmes selected for sampling. - Consolidation of data where needed. 	
July	<ul style="list-style-type: none"> - Review of data with respect to targets. - Analysis of data and elaboration of first draft report. - In country coordination meetings (locally facilitated) 	
September	<ul style="list-style-type: none"> - Draft report shared - Prep and facilitation of global coordination F2F meeting to discuss MTR findings (Note: logistics responsibility of GLA. Will probably 	Meeting date tbd. But

	<p>take place in one of the SE Asian countries, approx. 25-28 people incl. 1-2 people from country teams, some PMEL staff, some PCG staff, consultants)</p> <ul style="list-style-type: none"> - Incorporation of input from meeting into report. 	<p>should take place on the week starting either 11th or 18th of September.</p>
October	<ul style="list-style-type: none"> - Final feedback rounds on report, validation of findings with countries and thematic programmes. - Final feedback rounds with PMEL and PCG. 	
	<ul style="list-style-type: none"> - Final approval from PCG, for follow-up on management response from SB. - MTR report finalised (including infographics per country / thematic programme). Report is expected to be proof-read and edited. 	<p>October 31</p>

The final products detailed in the table above should be presented in UK English. Reports should follow the outline and templates provided.

The GLA Programme Coordination Group (PCG) will approve the Mid-Term Review report, and may include its comments to the Mid-Term Review Report as an annex to the final MTR report.

The final Mid Term Review report has to be submitted to the Ministry of Foreign Affairs by **December 1st, 2023**. Same as the due date for our annual plan 2024.

H. Consultant team profile

The GLA is looking for a team drawn from an independent firm or organisation, with extensive experience in reviewing and evaluating multi-year programmes. It is also possible to present a team that brings together independent researchers/consultants that will collaborate in order to conduct the mid-term review. **We particularly welcome teams of consultants based in the regions where the FfJF programme is implemented to apply.** The successful application will identify one or more key personnel within the evaluation team who meet desired criteria such as the following:

Required:

- Experience carrying out appreciative user-centred evaluations that can help all organisations involved to reflect and adapt their strategies
- Proven track record in the evaluation of complex lobby and advocacy programmes implemented in multiple countries. Especially on issues related to climate adaptation & mitigation, inclusive forest governance, indigenous peoples (IP) and local communities (LC), addressing deforestation drivers, strong civil society, environmental human rights.
- Knowledge of human rights, gender justice, gender-transformative lobbying and advocacy, intersectionality and youth empowerment programming.

- Proven experience in qualitative and quantitative data collection and analysis for evaluations, including participatory methods such as outcome harvesting, contribution analysis or similar. Including the use of remote data collection methods.
- Ability to work independently, take initiative and respond appropriately to constructive feedback;
- Experience in sharing and discussing review findings with clients, in-country partners and programme participants;
- Ability to conduct (online) meetings and workshops using facilitation applications (e.g. Zoom, Teams, Mural, Plektica or equivalent);
- Excellent report writing skills, including of thematic case studies;
- Full working proficiency in English. Proficiency in one or more of the other languages spoken in GLA countries (e.g. French, and Spanish, Vietnamese, Bahasa Indonesia, etc.) is a strong advantage.

Desired:

- Experience in process and performance evaluations of civil society empowerment programmes;
- Knowledge of, and experience in, working in some of the countries of the FfJF programme;
- Familiarity with the policy framework ‘Power of Voices’ and discourse of the Dutch Ministry of Foreign Affairs is a plus.
- Access to a network of national evaluation consultants working in the Global South.

The successful applicant should identify one lead researcher to be the primary contact person for the partnership. In addition to the above, this person should:

- ✓ Have proven experience in layered and complex evaluations;
- ✓ Have a strong methodological background in multi-country evaluations; and
- ✓ Have proven experience in using a mixed methodology approach.

The consultancy team should not comprise current or former staff (minimum of 3 years) of any of the members or partners of the consortium (including volunteers and board members), in order to protect the independence of the evaluation.

I. Budget

A maximum budget of € 95.000 (inclusive of VAT) is available for the Mid-Term Review assignment. Other costs associated with the MTR (e.g. global MTR workshop) will be taken up by the Alliance.

J. Selection process

These terms of reference will be published as an open call for expressions of interest (EoI). Interested consultants are requested to prepare an EoI in response to these Terms of Reference. The EoI should be addressed to Karel Vieler, GLA global coordination PMEL officer at karel.vieler@milieudefensie.nl. The submission deadline is **January 17, 2023**.

The EoI is to be structured as follows:

Part 1: Your technical proposal (maximum 5 pages), including:

- Your understanding of the Terms of Reference;
- Your track record on the evaluation of complex programmes, with specific attention to areas of interest of the FfJF, as described in this ToR;
- Your understanding of each of the key evaluation questions and your suggested methodology for data collection and analysis to address them;
- Proposed process and time schedule;
- Proposed evaluation team with a brief description of the individual or institutional skills and background which make you suitable for this assignment (CVs and track record may be included as a separate annex).

Part 2: Your financial proposal (in Excel, including formulas)

- Budget, including breakdown of work effort

In order to prepare your EoI, you may request a copy of the FfJF Programme document and the Baseline Report as an input to your proposal.

All EoI will be evaluated by a GLA MTR selection committee. A maximum of three EoI will be pre-selected and may be requested to send additional information to be able to reach a final decision. A tentative timeline of the rest of the selection process is as follows:

- Pre-selected candidates will be informed by January 31, 2023, including details of requests for additional information. Requests may include an interview to talk through the proposal.
- Pre-selected candidates to provide additional information by February 20, 2023.
- GLA will confirm the selected consultant by March 1, 2023.
- Contract signed by (tentatively) March 7, 2023.
- Start of assignment: March 14, 2023.