

Biodiverse Landscapes Fund Independent Evaluator
Terms of Reference

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Table 1: Abbreviations & Definitions

Abbreviations / Term	Meaning
BEIS	The Department for Business, Energy and Industrial Strategy
BLF	Biodiverse Landscapes Fund
CBD	Convention on Biological Diversity
CBNRM	Community-based Natural Resource Management
Contract Manager	The Authority's primary representative regarding the management of this Contract
DAC	Development Assistance Committee
Data Protection Legislation	(i) the GDPR, the LED and any applicable national implementing Laws as amended from time to time (ii) the DPA 2018 [subject to Royal Assent]to the extent that it relates to processing of personal data and privacy; (iii) all applicable Law about the processing of personal data and privacy.
Developmental Evaluation	An evaluation approach to response to the need to support real-time learning in complex and emergent situations.
ESG	Evaluation Steering Group
FCDO	The Foreign, Commonwealth & Development Office
FM / Fund Manager	Fund Manager: The supplier appointed to manage the BLF including all grants, delivery partner performance and learning.
GEFA	Global Evaluation Framework Agreement
GEMFA	Global Evaluation and Monitoring Framework Agreement
Gender-Responsive	An evaluation approach to enhance gender equality and the empowerment of women, girls and marginalised groups by incorporating gender and women's rights dimensions into evaluation approaches, methods, processes and use. Thus, driving positive change towards gender equality and the empowerment of stakeholders subject to the evaluation and within the process.
Geographical Programme Manager	A member of the Authority's programme team, who is responsible for a specific Landscape.
HMG	Her Majesty's Government
IBAT	Integrated Biodiversity Assessment Tool
ICF	International Climate Finance
In-country Staff	Defra staff in Landscapes working on the BLF to provide a facilitating role, ongoing political economy analysis, technical assistance, and logistical support
IUCN	International Union for Conservation of Nature
IWT	Illegal Wildlife Trade
KBA(s)	Key Biodiversity Area(s)
KPI(s)	Key Performance Indicator(s)
Landscape	Landscape refers to a geographical region. Each Landscape averages 310,000km ² in size. Landscapes may contain both protected and (as yet) unprotected areas. Each Landscape may cross national boundaries yet constituting geographically and environmentally coherent areas.

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Landscape Coordinator	A member of HMG staff appointed by a FCDO Post (Embassy or High Commission) in each Landscape, funded by the Authority and with a remit to support regional coordination and implementation of the BLF.
Landscape-level	Grant(s) within the defined Landscape
LDP(s)	Lead Delivery Partner(s): an organisation in receipt of a grant agreement and responsible for the overall project implementation
Learning Programme Board	Annual meeting of the Authority's Programme Board (using one of the quarterly Programme Board meeting slots) dedicated to discussing and deciding upon the adaptive recommendations put forward by the Supplier via the Fund Manager .
MCA	Multi-Criteria Analysis
MEL	Monitoring, Evaluation and Learning
Mid-term	Mid-term / Mid-point referring to year ~2025/2026 (to be confirmed) halfway through the current programme duration
NBSAP / NAPs	National Biodiversity Strategies and Action Plans / National Action Plans. A national strategy will reflect how the country intends to fulfil the objectives of the Convention on Biological Diversity or other biodiversity related treaties, in light of specific national circumstances, and the related action plans will constitute the sequence of steps to be taken to meet these goals.
NDA	Non-Disclosure Agreement
NGO	Non-Governmental Organisations
ODA	Official Development Assistance
OECD	Organisation for Economic Cooperation & Development
PETA	Political, Economic and Technical Analysis
Programme Board	The Programme Board is a governance function designed to formalise and record decision making and reporting for the programme, particularly around finance, risks, opportunities, timelines and adaptive learning.
Programme Scoping Exercises	A Political, Economy and Technical Analysis conducted by DAI Global Ltd in five BLF transboundary Landscapes
Project	Individual projects implemented by delivery partners through grants to LDPs
QA	Quality Assurance
SDG	Sustainable Development Goal
TA	Technical Assistance
The Authority	Department for Environment, Food and Rural Affairs
The Supplier (Also referred to as the "Independent Evaluator")	The successful bidder
ToC	Theory of Change
UK	United Kingdom
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
VfM	Value for Money
KAZA	The Kavango Zambezi Transfrontier Conservation Area

1. Introduction

1.1. This introduction section is set out in 4 Sub-Sections:

- A. Introduction to the Authority;
- B. Introduction to the Biodiverse Landscapes Fund;
- C. Overview of the Landscapes; and
- D. The Supplier's Ability, Background & Imposed Restrictions.

Section 1 Sub-Section A: Introduction to the Authority

- 1.2. The Department for Environment, Food and Rural Affairs (the “**Authority**”) is the United Kingdom’s (“**UK**”) Government Department responsible for safeguarding our natural environment, supporting our world-leading food and farming industry, and sustaining a thriving rural economy.
- 1.3. The Authority helps to deliver Her Majesty’s Government’s (“**HMG**”) international poverty reduction and sustainable development priorities through its breadth of international programming. This broad remit means the Authority plays a major role in people's day-to-day life, from the food we eat, and the air we breathe, to the water we drink.
- 1.4. The Authority has three overarching international objectives as outlined in Table 2 below.

Table 2: The Authority’s International Objectives

Objective	Description
Global Environment	Humanity’s strained relationship with nature affects the climate, global health, the economy and national resilience. This objective focuses on halting biodiversity loss, scaling up the use of nature-based solutions, protecting and enhancing ocean health and resilience, conserving endangered species, sustainable land-use and wider resource use.
Global Trade	Increasing secure, high-quality trade will be fundamental to supporting our stakeholders and UK consumers, projecting the UK’s global reputation for excellence, and safeguarding our national interest.
Global Health	Improving human, animal and environmental health, based on a One Health approach, will be essential if the UK is to reduce the public health and economic impact of future disease emergence at home and abroad.

- 1.5. Delivering on these objectives is essential for achieving 13 of the 17 United Nations Sustainable Development Goals which the UK committed to in 2015 and which provide a roadmap for achieving a better and more sustainable future for all.

Section 1 Sub-Section B: Introduction to the Biodiverse Landscapes Fund

- 1.6. At the 2019 UN General Assembly the Prime Minister announced a new £100m Biodiverse Landscapes Fund (“**BLF**”) to restore key Landscapes and their ecosystems and support human development objectives in global biodiversity hotspots.
- 1.7. The BLF seeks to address global challenges of poverty, climate change and biodiversity loss in an integrated manner using a Landscape approach.
- 1.8. The BLF will deliver three overarching outcomes as shown in Table 3 below.

Table 3: Overarching Outcomes of the BLF

Outcome	Description
Outcome 1: Nature	To slow, halt, or reverse biodiversity loss in six globally significant regions for biodiversity
Outcome 2: People	To develop economic opportunities through investment in nature in support of climate adaptation and resilience and poverty reduction
Outcome 3: Climate	To reduce greenhouse gas emissions and safeguard natural carbon sinks

- 1.9. The BLF will operate across six Landscapes. Each Landscape averages at 310,000 km² in size. Landscapes may contain both protected and (as yet) unprotected areas. Each Landscape may cross national boundaries yet constitute geographically and environmentally coherent areas. Sub-Section C of this Section 1 provides an overview of each Landscape.
- 1.10. The BLF will operate over a nine-year period (FY 2021/22 to 2029/30), with a total budget of £100 million funded from UK Official Development Assistance (“**ODA**”). The BLF may be extended by a further period or periods totalling 36 months.
- 1.11. 65% of the BLF’s £100 million budget is derived from the Authority’s International Climate Finance (“**ICF**”) programme. ICF funding must be monitored in line with a set of established Key Performance Indicators (“**KPI**”s).
- 1.12. Of the total £100m, approximately £88 million is to be disbursed in Grant Funding to Lead Delivery Partners (“**LDP**”s) in six Landscapes. The Authority envisages each Landscape being allocated up to £15.6 million over seven years. One Landscape, the Madagascan Landscape, has been allocated £10 million over six years. Section 1 Sub-Section C below provides further rationale and background regarding each Landscape.
- 1.13. The BLF will be implemented through grants to LDPs within a consortium (or, potentially, consortia) of delivery partners in each Landscape managed by the Fund Manager. Each LDP will be responsible for delivering specific projects or interventions within the Landscape.
- 1.14. At both a programme and Landscape level, the collection of data to allow regular monitoring will contribute to the evidence base upon which adaptive programme decisions can be made. These decision points are part of the BLF’s learning cycles. There will be two learning cycles, focussed on:
- i. Quarterly meetings to assess Landscape progress against the Theory of Change (“**ToC**”) and logframes.
 - ii. Annual meetings to assess progress made on outcomes across all Landscapes, programme level progress, evaluation evidence and data, testing ToC assumptions and broader programmatic questions and lessons learnt.

- 1.15. The Fund Manager will develop a framework for communication and reporting between the Supplier, Landscape Coordinators (a member of the Authority's staff based in a British Embassy / High Commission in each of the five transboundary Landscapes), and the LDPs.
- 1.16. The Supplier shall submit all evaluation reports directly to the Authority. Refer to Section 6 Governance Arrangements and expected relationship with the Authority.
- 1.17. An indicative summary of the roles and responsibilities of key partners in the BLF has been described within **Annex H: Roles and Responsibilities**.

Section 1 Sub-Section C: Overview of the Landscapes

- 1.18. The BLF will operate across six Landscapes. Each Landscape averages at 310,000 km² in size. Landscapes may contain both protected and (as yet) unprotected areas. Each Landscape may cross national boundaries yet constituting geographically and environmentally coherent areas.
- 1.19. Landscapes were chosen through a multistage, multicriteria analysis shown in **Annex J: Evidence Sources**. The six Landscapes are shown in Table 4 below:

Table 4: The six BLF Landscapes

Region	Countries Covered
Andes Amazon	Peru, Ecuador
Kavango Zambezi Transfrontier Conservation Area ("KAZA")	Angola, Botswana, Namibia, Zambia, Zimbabwe
Lower Mekong	Cambodia, Laos, Vietnam
Western Congo Basin	Cameroon, Gabon, Republic of Congo
Mesoamerica	Belize, El Salvador, Guatemala, Honduras
Madagascar	Madagascar

- 1.20. One of the BLF Landscapes covers the Madagascar region. The Madagascan Landscape is unique compared to the other BLF Landscapes as a procurement exercise has already been undertaken and a Lead Delivery Partner has been appointed. The Fund Manager will administer grant competitions to appoint a Lead Delivery Partner for the remaining 5 (FIVE) BLF Landscapes and to administer and evaluate all 6 (SIX) Landscapes (including the Madagascan Landscape) going forward.
- 1.21. The Authority currently holds a Grant Agreement with the Lead Delivery Partner, The Royal Botanical Gardens Kew, for the Madagascan Landscape. The portion of that Grant Agreement related to administration and evaluation will be novated to the BLF Fund Manager in early 2022.
- 1.22. A summary of the Lead Delivery Partners application and scope of work for the Madagascan Landscape is set out in **Annex S: Kew Proposal**.

Section 1 Sub-Section D: The Supplier's Ability, Background & Imposed Restrictions

- 1.23. The Supplier must have a strong track record in managing and undertaking monitoring, verification and evaluation of large, multi-national complex programmes aiming to address biodiversity loss, climate change and poverty.

- 1.24. The Supplier's personnel assigned to the delivery of this Contract must have experience of, and expertise in, evaluating international programmes, including but not limited to:
- i. Quantitative and qualitative third-party monitoring and evaluation;
 - ii. Adaptive programming and Developmental Evaluation;
 - iii. Assessing and communicating impact and learning;
 - iv. Sustainable development and poverty reduction, international biodiversity and ecosystem conservation programming, climate resilience and adaption; and
 - v. Community / stakeholder engagement and empowerment.
- 1.25. The Authority is seeking a Supplier to:
- i. Evaluate the impact, processes and Value for Money ("**VfM**") of the BLF at both the programme and Landscape levels.
 - ii. Provide ongoing Developmental Evaluation Products to support adaptive management at both the programme and Landscape level.
 - iii. Key deliverables include inception, mid-term and final evaluation reports.
 - iv. Apply evidence and learning from evaluation reports and products to inform the adaptive management of the BLF and feed into the learning cycles.
- 1.26. The Supplier once appointed (or their personnel or sub-contractors) will not be eligible for either:
- 1.26.1. Grant Funding provided through the BLF either as a Lead Deliver Partner or acting as a consortium member of a Lead Delivery Partner.
- The Authority defines "acting as a consortium member" to mean any involvement of the Supplier once appointed, or their personnel, or sub-contractors, either formally or informally in the preparation of a Lead Delivery Partner's application for Grant Funding or delivery of Grant Funding. For the avoidance of doubt, this definition specifically excludes any tenderer's past involvement as a consortium member with respect to the Madagascar Landscape. This is on the basis that it was amalgamated into the BLF scheme after the grant competition for the Madagascar Landscape had closed and applications had been completed and submitted; or
- 1.26.2. Appointment as the Fund Manager or acting as a sub-contractor of the Fund Manager.
- The Authority defines sub-contractor of the Fund Manager, to mean any involvement of the Supplier once appointed, or their personnel, or subcontractors either formally or informally in the preparation of another organisation's bid to be appointed as the Fund Manager or delivery of the Fund Manager's obligations.
- 1.27. For purposes of 1.22.1 and 1.22.2, "sub-contractor" of the Supplier or Fund Manager means a direct sub-contractor (or their direct sub-contractors) to the Fund Manager or the Fund Manager respectively but does not include affiliates or organisations otherwise related to the sub-contractor.

- 1.28. The restrictions imposed on the Supplier by section 1.22 are to ensure a clear separation of duties and prevent a conflict of interest. The Supplier's failure to adhere to the restrictions imposed by section 1.22 will constitute a Material Breach of the Contract.

2. Scope

- 2.1. The scope of required activities is shown below in Table 5.

Table 5. Scope of work

Scope	Requirement
Benefits management and accountability	<ul style="list-style-type: none"> a. Inception activities and reports, including establishing the Monitoring, Evaluation and Learning (“MEL”) framework and baseline results for the six Landscapes and at the programme level. b. Identify data and evidence gaps and seek to fill these through the MEL framework. c. Ensure reporting and monitoring data are standardised where appropriate across the Landscapes to allow for evaluation and aggregation to the programme-level. d. At the Landscape level assist LDPs in collecting baseline data to ensure sufficient information for evaluation. e. Collect baseline data, monitor progress, collect ongoing data (where applicable), and report against the programme level ToC, logframe and KPIs. f. Use monitoring data to understand whether we are on track to achieve expected outputs, outcomes and impacts. g. Produce Mid-point and End-point evaluation reports for the six Landscapes and at the programme level. h. Propose evidence-based revisions to programme and Landscape ToCs, assumptions, KPIs and logframes. i. To undertake field visits to engage with stakeholders and beneficiaries (including marginalised groups) to provide opportunities for input and feedback to the evaluation.
Informing key decision points	<ul style="list-style-type: none"> a. Review and discuss monitoring data and the evidence required to make informed adaptive management recommendations. The Memorandum Of Agreement (“MoA”), Annex T: MoA, sets out this requirement. b. Making adaptive programming recommendations to the Authority. The MoA, Annex T: MoA, sets out this requirement. c. Generate evaluative evidence and data, through the evaluation reports and the developmental approach to feed into the learning cycles and the evidence base upon which adaptive programming decisions can be made by the Authority.
Stakeholder engagement and empowerment	<ul style="list-style-type: none"> a. Provide advice to the Fund Manager and LDPs on establishment of beneficiary feedback mechanisms to support collection of monitoring data and build systematic mechanisms into the evaluation processes for initial, mid-term and final timepoints and stakeholder learning events for beneficiaries' feedback to the projects or Landscape(s).

	b. Ensure community and stakeholder participation and contribution to the evaluation, including whether their priorities are being addressed (i.e. empowerment outcomes).
Capacity Building	a. The Supplier shall be comprised of both international and local staff to manage and deliver evaluation activities. The Supplier shall develop local capacity in each geographic region through the involvement of local staff in the evaluation and facilitate learning to ensure longer term sustainability of the BLF.
Working with the Fund Manager	a. Work collaboratively with the Fund Manager as set out in the MoA to deliver on the MEL framework, the design and management of the learning cycles and events. The MoA, Annex T: MoA , sets out this requirement.
Understanding context	<p>a. Ensure reporting is standardised across the six Landscapes to allow for robust programme and Landscape level evaluation and comparison. Results in the Landscape ToCs and logframes will be aggregated to reflect programme level results, and evidence should accurately reflect the extent to which outcomes have been achieved.</p> <p>b. Test the relative impacts and costs of different approaches in different contexts.</p>
Communicating impact	<p>a. Disseminate and communicate evaluation products to the Authority, relevant actors and wider stakeholders.</p> <p>b. Present evidence at the learning cycles. The MoA, Annex T: MoA, sets out this requirement.</p>
Future policy decision making	a. Build the evidence base to develop the Authority's nature portfolio, specifically focused on biodiversity, climate and poverty reduction.

3. Timing & Budget

- 3.1. This requirement has a ceiling budget of £5,000,000 in the Contract's primary term (the initial 9 years). The Supplier will plan and scope for a maximum fee of £1,700,000 in any extension terms giving a maximum Contract value of £6,700,000.
- 3.2. The Supplier must propose a solution within this budget envelope.
- 3.3. This Contract will run for an initial term of 8 years (over 9 financial years) and may be extended by a period, or periods, totalling 36 months (3 years).
- 3.4. The Supplier shall use open-book costing to allow for adaptive changes within the scope and the deliverables throughout the Contract. Any changes must be approved by the Authority.
- 3.5. In year 3, 36 months after the award, of this Contract the Supplier and Defra will undertake a benchmarking process. The Supplier and Defra will benchmark the Suppliers costs to the new FCDO framework Global Evaluation and Monitoring Framework Agreement ("**GEMFA**") which is due to replace this framework, Global Evaluation Framework Agreement ("**GEFA**"), in 2022.

- 3.6. Further benchmarking processes will be undertaken in years 6 and 9 of the Contract. The mechanism for benchmarking in years 6 and 9 will be determined by the Authority. Benchmarking in year 9 will only take place if the Contract is subject to, or likely to be subject to, extension.
- 3.7. The benchmarking process described in clauses 3.5 and 3.7 will be non-committal and in good faith. The intention of the benchmarking process is to assure both the Supplier and the Authority that the Suppliers costs are competitive.

4. Core Deliverables

- 4.1. This deliverables of the Supplier are set out in this section. This section is comprised of 11 sub-sections as set out below;
- A. General Approach and Submission
 - B. The Supplier's Ability & (if applicable) Consortium and/or Sub-Contracting Structure
 - C. Inception Stage
 - D. Mid-term Evaluation Reports
 - E. Final Evaluation Reports
 - F. Developmental Evaluation Approach and Products
 - G. Learning Cycles and Events
 - H. Contract Review
 - I. Progress Report
 - J. Working with the Fund Manager
 - K. Ways of Working

Section 4 Sub-Section A: General Approach and Submission

- 4.2. The Supplier must make available to the Authority all materials produced by the Supplier in connection with this Contract.
- 4.3. The Evaluation Steering Group ("**ESG**") will be set up by the Authority. The ESG objectives are to:
- i. Facilitate and support an independent, transparent, and robust evaluation of the BLF
 - ii. Review and feedback of products / deliverables; and
 - iii. Advise upon the relationship between the data and programmatic changes and objectives.
- 4.4. The ESG ToR, set out within **Annex N: Evaluation Steering Group ToR**, sets out the relationship between the Supplier and the ESG, including ESG's remit, meeting requirements, potential members, timelines, confidentiality, and conflicts of interest.
- 4.5. The Supplier shall use the ESG to quality assure the development of deliverables / products before being sent to the Authority. The Supplier must ensure enough time (i.e. a minimum of 4 weeks) to implement ESG feedback before submitting to the Authority.
- 4.6. Meetings between the Supplier and the ESG shall be documented in the form of meeting minutes to be submitted to the Authority by the Supplier no later than 5 (FIVE) working days after the meeting.

- 4.7. **Annex K: Details of Key Deliverables** and this section 4 sets out the minimum requirements with regards to each of the following reports / products, which the Supplier will deliver and submit to the Contract Manager:
- i. Inception reports
 - ii. Mid-term evaluation reports
 - iii. Final evaluation reports
 - iv. Progress reports
 - v. Contract review report
 - vi. Developmental Evaluation products.
- 4.8. The Supplier must translate the executive summary of each evaluation report into the following languages; Spanish, French, Portuguese, Vietnamese, Lao and Khmer.

Section 4 Sub-Section B: The Supplier's Ability & (if applicable) Consortium and/or Sub-Contracting Structure

- 4.9. The Supplier must have a balance of international and national staff who have:
- i. Direct experience of working within the Landscapes;
 - ii. Operational mobility i.e. the ability to move staff to any area of operation within a Landscape, as required to fulfil the requirement of the Contract; and
 - iii. An ability to call upon an established network of experts specifically focussed in the Landscapes and/or the thematic priority areas if the expertise is not covered within the core team. This may be achieved through either a consortium and/or the use of sub-contractors where appropriate. One organisation may cover more than one Landscape if they have the expertise and resources to do so.
- 4.10. In cases where the Supplier proposes a consortium or the use of sub-contractors to deliver this Clause 4.10 applies. The Supplier:
- i. Is responsible for managing the consortium, including having conflict management, ethical and safeguarding behaviours, duty of care, logistics plans etc.
 - ii. Will manage all outputs from consortium members / sub-contractors.
 - iii. Report outputs from consortium members / sub-contractors to the Authority acting as the Authority's single point of contact.
 - iv. Agrees that the Authority reserves the right to have direct contact with the Supplier's sub-contractors and consortium members.
 - v. Enable the flow of information from very context specific processes (Landscape level) to more generalised processes (programme level) and assess whether this can be achieved in an efficient and comprehensive manner.

Section 4 Sub-Section C: Inception Stage

- 4.11. During the **Inception stage** the Supplier will:
- i. Submit Inception reports for each Landscape, no later than 31 December 2022, and at the programme level highlighting the agreed MEL Framework;

- ii. Submit baseline reports for each Landscape and at the programme level;
- iii. Conduct an evidence mapping exercise using current literature and evidence base to fully inform and refine the programme and Landscapes ToC / logframes;
- iv. Work with the Fund Manager and LDPs to finalise and standardise the monitoring approach to ensure effective evaluation at the Landscape level and aggregation to the programme level
- v. Assist the Fund Manager to ensure the Madagascar Landscape's monitoring, evaluation and learning processes are incorporated into the BLF MEL framework upon novation of the grant agreement from the Authority to the Fund Manager
- vi. Finalise the evaluation questions and evaluation methodology
- vii. Support Lead Delivery Partners to establish a baseline, and in the collection of baseline data; and
- viii. Finalise and implement a communications plan including a stakeholder engagement plan and anticipated dissemination products.

4.12. Table 8 below sets out this requirement further.

Section 4 Sub-Section D: Mid-Term Evaluation Reports

4.13. At the **Mid-Term Evaluation**, the Supplier will:

- i. Submit Mid-Term Evaluation Reports for each Landscape and at the programme level;
- ii. Evaluate and produce evidence for answering the set of core questions. The core questions are set out within Table 9);
- iii. Evaluate programme and Landscape level progress (i.e. using the logframes milestones and targets from outcomes through to impact);
- iv. Test programme and Landscape level ToC assumptions and identify where evidence gaps remain;
- v. Review and quality-assure the monitoring approach, methods and verification processes undertaken by the Fund Manager and LDPs; and
- vi. Make recommendations for adaptive management for consideration by the Authority.

Section 4 Sub-Section E: Final Evaluation Reports

4.14. With regards to the **Final Evaluation**, the Supplier will:

- i. Submit Final Evaluation Reports for each Landscape and at the programme level;
- ii. Examine the programme results against the core evaluation questions set out in Table 9, ToC and logframes and present whether the assumptions held up;
- iii. Undertake stakeholder engagement post-project completion to provide evidence on the different perspectives of the programme's performance and achievements; indicate what the long-lasting benefits the programme will have post funding; and to provide recommendations for future programming within the Landscapes (for governments, NGO's, civil society etc.);
- iv. Present key research findings and aggregated learning points for the programme; and
- v. Assess the opportunities for further delivery of the programme (i.e. an extension of funding or exit strategies).

Section 4 Sub-Section F: Developmental Evaluation Approach and Products

- 4.15. Throughout the Contract the Supplier will provide evaluation products using a Developmental Evaluation approach.
- 4.16. The Supplier will meet with the Fund Manager on a quarterly basis to collaboratively agree on the scope and objectives of the evidence required to make informed adaptive decisions as set out in the MoA.
- 4.17. Developmental Evaluation activities may include the gathering and interpreting of data, framing issues, surfacing and testing model developments to offer feedback and evidence to the Fund Manager as the programme unfolds.
- 4.18. The data gathered and analysed will be needed to make regular informed adaptive decisions. This may be rapid, real-time feedback but the time span / feedback timescale must be discussed and agreed by each party and put forward and agreed by the Authority.
- 4.19. Regular feedback regarding data and evidence through quarterly meetings between the Supplier and the Fund Manager will enable adaptive learning to take place and inform on the Developmental Evaluation approach and findings. The Fund Manager shall represent and transfer information to and from the LDPs and present adaptive recommendations to the Authority through the Programme Board.
- 4.20. The Supplier will provide a synthesis of the developmental data, evidence and product(s) annually.

Section 4 Sub-Section G: Learning Cycles and Events

- 4.21. The Fund Manager has overall responsibility for and oversight of the learning cycles.
- 4.22. There will be two learning cycles, focussed on accountability (quarterly - progress against logframes) and theory (annually - evaluation reports, testing ToC assumptions and broader programmatic questions).
- 4.23. As set out in the MoA the Supplier and the Fund Manager will:
 - i. Agree how monitoring data will be presented and used to facilitate learning.
 - ii. Meet on a quarterly basis to collaboratively agree on the scope and objectives of the evidence required, provide updates and make informed adaptive decisions and present, if required, at the annual learning meetings and at Authority's annual Learning Programme Boards.
 - iii. Work in conjunction with the Fund Manager to design the annual stakeholder learning events and mid-point learning event.
- 4.24. The Supplier will support mid-point and annual stakeholder learning events by presenting the following products:
 - i. Key lessons learnt especially considering the Landscape level aggregation of data and impact to date of the programme;
 - ii. Results and knowledge from the Supplier's evidence on cross cutting themes for example, the Illegal Wildlife Trade, Sustainable agriculture and farming practices, Sustainable land-use and policy, and Natural resource management. **Annex I: Programme Scoping Exercise** sets out the results of the BLFs Programme Scoping Exercise and provides further detail regarding cross-cutting themes.

- iii. Synthesis of evaluative evidence and data gathered;
- iv. Inclusion of key stakeholders, beneficiaries, and experts' input; and
- v. Results against programme level KPIs.

4.25. Table 6 below describes the inputs expected from the Supplier in relation to the learning cycles.

Table 6: Learning Cycles and Event

Cycle	Scope	Inputs [Delivering Partner]
Quarterly	<p>Accountability of progress against Landscape level logframes and ToC</p> <p>Proposition to scale up/down areas identified (risks/opportunities)</p> <p>Discuss potential adaptive changes to present to Programme Board</p>	<p>Updated monitoring data / monitoring reports [Fund Manager]</p> <p>Updated progress reports [Fund Manager & Independent Evaluator]</p> <p>Update / review the Developmental Evaluation product(s) [Independent Evaluator]</p>
Annual	<p>Wider programmatic learning and identify possible unexpected results</p> <p>Progress on programme level ToC and logframes</p> <p>Identify and review what is enough evidence for key decision points and changes to the ToC, logframe and KPIs at both programme and Landscape levels.</p> <p>Review management and governance arrangements</p>	<p>Annual monitoring reports [Fund Manager]</p> <p>Synthesised developmental evidence and products [Independent Evaluator]</p> <p>Political, Economic Analysis [Landscape Coordinator – in country staff member]</p> <p>Testing ToC assumptions [Independent Evaluator]</p> <p>Feedback from stakeholders / communities [Fund Manager & Independent Evaluator]</p>
Mid-term learning event (one-off event)	<p>Landscape-Landscape learning</p> <p>Stakeholder feedback and participation</p> <p>Showcase BLF progress</p>	<p>Mid-term evaluation [Independent Evaluator]</p> <p>Synthesised developmental evidence and products [Independent Evaluator]</p> <p>Stakeholder and community inputs [Fund Manager & Independent Evaluator]</p>

Section 4 Sub-Section H: Contract review

- 4.26. The Supplier will meet the Authority's Contract Manager on a monthly basis for a contract review meeting. The contract review meeting is to discuss the Suppliers performance, key issues and progress to meeting deliverables.
- 4.27. The Supplier will submit a contract report directly to the Authority via the Contract Manager every 6 (SIX) months ahead of the contract review meeting.
- 4.28. The contract report shall include the following:
- i. Update and progress on the workplan;
 - ii. Update on the Contract KPIs including an assessment if KPIs have been meet by the Supplier;
 - iii. If required, any proposed improvement plans due to poor performance or missed KPIs;
 - iv. Financial forecasts and evidenced spend;
 - v. Review of risk register and any arising issues; and
 - vi. Update on the communications plan.

Section 4 Sub-Section I: Progress Report

- 4.29. To ensure the monitoring of programme-level progress, a progress report will be submitted annually to the Authority via the Contract Manager and made available to the Fund Manager.
- 4.30. The progress report will include:
- i. A progress update on the programme level ToC, logframe milestones and KPIs to ensure accountability of programme level progress;
 - ii. Highlight any issues regarding Landscape data aggregation or additional primary/secondary data collection to the Authority; and
 - iii. If and where applicable, report verified ICF KPI results for that year.

Section 4 Sub-Section J: Working with the Fund Manager

- 4.31. The Authority has developed a MoA which will govern the relationship and interactions between the Authority, the Supplier and the Fund Manager.
- 4.32. The MoA sets out how the Supplier and Fund Manager will work collaboratively to achieve the objectives of the BLF.
- 4.33. The MoA has been annexed at **Annex T: MoA**. The Supplier will enter into this MoA following award of this Contract. Failure to enter into the MoA will constitute a material breach of the Contract.

5. Ways of Working (Including Quality Standards)

- 5.1. The Supplier will liaise directly with delivery partners on issues outside of the Fund Manager's remit including the working relationship between the Supplier and the Lead Delivery Partners.
- 5.2. The evaluation process and approach must be inclusive, participatory and support equitable participation of stakeholders with different backgrounds and with different characteristics. The evaluation must be designed, led and managed in ways that are Gender-Responsive.
- 5.3. All work must adhere to HM Government's duty of care and ethical principles as set out in **Annex L: Duty of Care** and **Annex M: Ethical Principles for Research and Evaluation** for the conduct of research and evaluation.
- 5.4. The Supplier must submit copies of all ethical approvals to the Authority.
- 5.5. Any concerns related to, but not limited to a breach in safeguarding policy or any instance of fraud, corruption or any misuse of funds must be reported immediately to the Authority via ODA.Safeguarding@defra.gov.uk AND BLFSecretariat@defra.gov.uk.
- 5.6. The Supplier must follow and exceed the quality standards guidelines produced by the Organisation for Economic Cooperation & Development ("OECD") Development Assistance Committee ("DAC") for development evaluation as set out in **Annex Q: DAC Guidelines and Reference Series Quality Standards for Development Evaluation**. The limitations and caveats of the analysis must be clearly communicated to the Authority.
- 5.7. The ESG shall quality assure all evaluation reports before submission to the Authority against the United Nations Evaluation Group ("UNEG") Quality Checklist for Evaluation Reports as set out in **Annex G: United Nations Evaluation Group Quality Checklist for Evaluation Reports**. The quality assurance of evaluation reports will be managed against a KPI, KPI-2, as set out in **Annex F: Contract KPIs**.
- 5.8. The Supplier must store datasets in compliance with Data Protection Legislation and make datasets available to the Authority for re-analysis.
- 5.9. Approved datasets (derived or raw) must be placed in an open access repository for access by the Authority within 12 months of final data collection or on publication of outputs underpinned by the data, whichever is sooner. The Authority must approve all datasets placed into the open access repository, the Authority envisages withholding a small proportion of datasets from the open access repository due to diplomatic and data protection sensitivities. All published evaluations must include information on how to access original, raw datasets.
- 5.10. The open access repository stipulated in clause 5.9 will be the Authority's transparency system DevFlow and / or DevTracker.
- 5.11. If the evaluation contains sensitive material (for example confidential personal or business information, politically classified information etc.), this must be made known to the Authority via the Contract Manager.

6. Governance Arrangements

- 6.1. The Supplier will liaise with the Authority's Contract Manager in the first instance concerning communication with the Authority.
- 6.2. The ESG will assist in the development and quality assure the Supplier's deliverables before submission to the Authority.
- 6.3. The Supplier shall be required to attend the quarterly Programme Board meetings. Further detail regarding the Programme Board is set out in **Annex E: Management Structure**, the Programme Board's role is to:
 - i. provide a forum for formal updates on progress across all Landscapes;
 - ii. discuss key risks, opportunities and issues and begin the escalation process if necessary;
 - iii. ensure finances are in order and payments are on track;
 - iv. provide a forum to share experiences and learning to ensure adaptive programming is regularly assessed; and
 - v. formalise and record decision-making.

7. Expenses, Travel & Subsistence

- 7.1. Expenses incurred by the Supplier, or their appointed agents or sub-contractors, must be budgeted for within the Supplier's rate.
- 7.2. All expenses must be in line with the Authority's Travel and Subsistence policy. The Supplier will abide by the Authority's travel and subsistence policy in connection with the delivery of this Contract.
- 7.3. **Annex R: Travel and Subsistence policy** sets out the Authority's travel and subsistence policy.

8. Workplan

- 8.1. The Supplier will be in place before the commencement of projects in the Landscapes. An indicative workplan is shown in Table 7 and Table 8 overleaf. **Annex C: Indicative timeline** sets out further information on deliverables and outputs.
- 8.2. A final workplan will be agreed between the Supplier and the Authority during the inception phase.

Continued overleaf.

Table 7: Key milestones and deliverables of the Supplier

Frequency	Milestone	Deliverables	Outputs
Monthly	<ul style="list-style-type: none"> Contract Review 		<ul style="list-style-type: none"> The Supplier and Authority discuss the Suppliers performance, key issues and progress to meeting deliverables.
Quarterly	<ul style="list-style-type: none"> Quarterly Learning Cycle and Programme Board 	<ul style="list-style-type: none"> Fund Manager & the Supplier meeting minutes Update to the BLF Programme Board 	<ul style="list-style-type: none"> Meeting with Fund Manager Attend the Programme Board Updates on monitoring data / progress reports Update on Developmental Evaluation products Adaptive programming recommendations
Every 6 months	<ul style="list-style-type: none"> Meeting with ESG 	<ul style="list-style-type: none"> Meeting Minutes 	<ul style="list-style-type: none"> Check-in & review of products / deliverables
Every 6 months	<ul style="list-style-type: none"> Contract Review 	<ul style="list-style-type: none"> Contract review report 	<ul style="list-style-type: none"> Update on workplan Contract KPI update Update on risk register Financial forecasts and evidenced spend
Annually	<ul style="list-style-type: none"> Annual Learning Cycle 	<ul style="list-style-type: none"> Synthesised evidence and products Annual review led by the Fund Manager 	<ul style="list-style-type: none"> Developmental Evaluation report(s) / data Formal adaptive programming recommendations to the Programme Board Progress on Programme ToC, logframe and KPIs Testing of ToC assumptions
Annually	<ul style="list-style-type: none"> Annual Learning Event 		<ul style="list-style-type: none"> Feedback from LDPs, stakeholders / communities
Annually	<ul style="list-style-type: none"> Progress Review 	<ul style="list-style-type: none"> Progress report 	<ul style="list-style-type: none"> Progress on Programme ToC, logframe and KPIs
Annually	<ul style="list-style-type: none"> Working relationship review 	<ul style="list-style-type: none"> Working relationship review 	<ul style="list-style-type: none"> Working relationship with BLF parties review

Table 8: Workplan of the Supplier

Frequency	Milestone	Deliverables	Outputs
~ May 2022 – June 2022	<ul style="list-style-type: none"> Contract award and mobilisation 	<ul style="list-style-type: none"> Kick off meetings 	<ul style="list-style-type: none"> Revised scope and implementation plan

			<ul style="list-style-type: none"> • Mobilisation of consortia and sub-contractors • Draft MEL framework with Fund Manager
~ June 2022 – July 2022	<ul style="list-style-type: none"> • Review and incorporate the Madagascar Landscape MEL framework into the BLF 		<ul style="list-style-type: none"> • Assist the Fund Manager in incorporating into the BLF • Update the Madagascan Landscape ToC and logframe
~ July 2022 – September 2022	<ul style="list-style-type: none"> • Lead Delivery Partner bid evaluation 		<ul style="list-style-type: none"> • Technical input for design of LDP grant competitions.
~ November 2022	<ul style="list-style-type: none"> • Lead Delivery Partner mobilisation 		
~ Inception Reports December 2022 ~ Baseline Reports April 2023	<ul style="list-style-type: none"> • Inception Stage 	<ul style="list-style-type: none"> • Programme Inception report • Landscape inception reports • Programme and Landscape Baseline reports 	<ul style="list-style-type: none"> • Risk Register • Monitoring and Evaluation framework • Refined ToC and logframes • Baseline data • Communication plan
~ March 2025 – October 2025	<ul style="list-style-type: none"> • Mid-term evaluation 	<ul style="list-style-type: none"> • Programme and Landscape mid-term evaluation reports 	<ul style="list-style-type: none"> • Update monitoring and evaluation framework • Evaluate core set of questions and processes • Proposals for adaptive changes
~ 2025 / 2026	<ul style="list-style-type: none"> • Mid-term Learning Event 	<ul style="list-style-type: none"> • Evaluation products • Data / evidence 	<ul style="list-style-type: none"> • Stakeholder feedback and participation
~ 2028 / 2029	<ul style="list-style-type: none"> • Lead Delivery Partners grant agreements end, unless extended 		
~ May 2029 – December 2029 (6 months post project completion)	<ul style="list-style-type: none"> • Final evaluations 	<ul style="list-style-type: none"> • Programme and Landscape final evaluation reports 	<ul style="list-style-type: none"> • Evaluate impact and VfM of the BLF against the core set of questions, set out in section 9.

9. Evaluation Questions

- 9.1. The Supplier will be responsible for refining the following evaluation questions and proposing the most suitable evaluation approaches and methodologies. All questions and approaches must be approved by The Authority in writing.
- 9.2. Table 9 overleaf sets out the core overarching evaluation questions, mapped against the OECD DAC evaluation criteria. The core overarching evaluation questions are designed to ensure consistency in the evidence base to track progress.

Continued overleaf

Table 9: Evaluation Questions

High-level Core Questions	Potential sub-questions	Potential research activities
IMPACT		
<ul style="list-style-type: none"> • What are the observed changes for people including poverty and wellbeing, biodiversity, and climate resilience? • What are the unintended changes produced by the BLF, compared to what was already in place? • Is the programme facilitating changes in structural reform / power change dynamics / governance arrangements, i.e. top down and bottom up approaches? • How do the results achieved compare between genders and ethical backgrounds and / or other disadvantaged groups? 	<ul style="list-style-type: none"> • How has the programme influenced beneficiaries and stakeholders' lives (positively or negatively) and if / how they can influence the extent to which the high-level impact is ultimately achieved? • To what extent do the net benefits of the climate interventions continue or are likely to continue and will this increase resilience of target beneficiaries? • Has strengthening the management and governance of Landscape-level units, such as protected areas, community lands, or areas under private sector or government management (e.g. concessions) addressed the proximate drivers of nature degradation and loss and poverty? • To what extent has the BLF mainstreamed biodiversity, ecosystem and poverty considerations into legal and policy frameworks, institutions and private sector companies operating in or impacting the Landscape(s)? • Are there proximal comparisons, i.e. the use of different data sources, to indicate whether long term indicators are on track to deliver? • In what context are the management tools having the most impact? 	<ul style="list-style-type: none"> • Compile evidence and analysis of the dynamics between biodiversity enhancement and sustained poverty reduction (trade-offs). • Compile evidence and analysis of the programme improving the lives of target beneficiaries (particularly focused on gender, ethical and disability related barriers).
EFFECTIVENESS		
To what extent and how have outcomes been achieved in each Landscape and how might they be compared?	<ul style="list-style-type: none"> • Is biodiversity loss context specific or can lessons be generalised? • What evidence is there of the benefits of applying interventions at Landscape scale (including leveraging of funds)? • What is the ability of the programme to share lessons learnt and identify generalisable principles? 	Develop baseline values related to programme and Landscape logframes.

	<ul style="list-style-type: none"> Is the BLF's management/governance arrangements and delivery mechanisms effective and efficient (i.e. operational efficiency)? 	
EFFICIENCY		
Does the BLF offer VfM (at a programme level)?	Are there opportunities for increasing VfM or impact?	<ul style="list-style-type: none"> Review evidence of financial mechanisms that work with communities to align with the BLF objectives. Investigate the probity of both implementer and recipient and that resources (human and financial) are efficiently and effectively used, justified and tracked (financial management assessments).
COHERENCE		
<ul style="list-style-type: none"> Do the aggregated lessons compliment other interventions in these areas: <ul style="list-style-type: none"> Illegal Wildlife Trade; Sustainable agriculture and farming practices; Sustainable land-use and policy; and Natural resource management. The extent to which other interventions (particularly policies) support or undermine the improvement in ecosystems, climate change and poverty, and vice versa? 	<ul style="list-style-type: none"> Does what is being delivered align with local policy objectives / processes? Has the BLF influenced national biodiversity, climate or poverty objectives and helped deliver on these (for example towards National Biodiversity Strategies and Action Plans / National Action Plans)? 	Review and document governments' ambition and progress towards national and global targets for biodiversity, climate and poverty.

<ul style="list-style-type: none"> Does the monitoring approach allow for coherence for reporting across multiple global frameworks (such as the Sustainable Development Goal “SDG”, Convention on Biological Diversity “CBD” etc)? 		
RELEVANCE		
<ul style="list-style-type: none"> Do the assumptions of the ToC hold true, and how do they differ between different contexts? To what extent is the programme aligned with the priorities and policies of the target group, recipient and donor? To what extent does the BLF investment support the efforts of other stakeholders / organisations promoting gender equality within the Landscapes? 	<ul style="list-style-type: none"> Does improved management of land-use relate to increased biodiversity and at what scale taking permeability and offsetting into account? Are the rights and legal status of indigenous peoples and local communities aligned with sustainable outcomes? How and in what contexts are the local communities willing to engage and adopt new livelihood strategies? What are the mechanisms by which different models deliver? Are the activities reaching the desired beneficiaries? 	Stakeholder mapping and engagement.
SUSTAINABILITY		
<ul style="list-style-type: none"> Are the benefits of the programme likely to continue after donor funding has been withdrawn? Has the BLF provided economic opportunities for the target populations that will continue post BLF investment? 	Have the financing mechanisms and financial incentives implemented ensured results are sustained?	Review evidence of long-term private investment for improved biodiversity and ecosystem management or local development.

10. Evaluation Methodology

- 10.1. The Supplier's evaluation must be undertaken at a Landscape level and at a programme level. The evaluation will assess:
- i. **Impact** - to assess outcomes and impact against the programme level and Landscape level ToC and logframes. This will include testing the ToC assumptions and verifying the quality and quantity of evidence to enable adaptive management of the programme to be applied and to assess the extent to which an outcome can be attributed to an intervention.
 - ii. **Development** - evaluation products produced will provide the basis for strategic programming decisions, assess what is and isn't working and to recommend programme adaptations accordingly. The Supplier will work closely with the Fund Manager and feed into the learning cycles. **Annex K: Details of Key Deliverables** sets out the key deliverables; and
 - iii. **Value-for-Money** – review of the costs and benefits of the BLF and assess whether the management / governance arrangements and delivery mechanisms are effective and efficient.
- 10.2. The Authority is not prescribing a particular methodology. The Supplier must use multiple methods and systematic triangulation of evidence i.e. The Supplier must make use of multiple sources of data to ensure data and evidence validity.
- 10.3. The Supplier must use a mixture of approaches including as a minimum the following:
- i. Theory-based – tackling the evaluation studies and questions in a way which provides a holistic assessment of BLF's ToC. Exploring the extent to which the inputs provided by the BLF are producing the expected outputs, outcomes and impact through the causal pathways envisioned in the ToC, and the extent to which the assumptions made are holding true;
 - ii. Participatory - ensuring that the evaluation is useful. The Supplier will identify key stakeholders and involve them in the evaluation. As well as formal evaluation reports, the Supplier will provide focused evidence and/or data that can be used to adapt the programme / delivery;
 - iii. Gender-Responsive – assesses the degree to which gender and power relationships—including structural and other causes that give rise to inequities, discrimination and unfair power relations, change as a result of an intervention using a process that is inclusive, participatory and respectful of all stakeholders (rights holders and duty bearers); and
 - iv. Developmental - to support real-time learning and inform adaptive development of change initiatives in complex, emerging and dynamic environments and situations.

- 10.4. The Supplier will propose the evaluation design and methodology as part of their tender submission. This must include modes of data capture, as well as methods for data analysis and synthesis. The design and methodology will be refined and agreed with the Authority as part of the inception phase.
- 10.5. The Authority requires that mixed methods of evaluation be used (quantitative, qualitative, participatory etc.) to enhance the reliability of findings, avoid data gaps during analysis and reporting, and ensure triangulation of information through a variety of means.

11. Monitoring, Evaluation and Learning (“MEL”) Roles and Responsibilities

- 11.1. This Section 11 is comprised of 4 sub-sections:

- A. Overview
- B. Monitoring
- C. Evaluation
- D. Learning.

Section 11 Sub-Section A: Overview

- 11.2. The Supplier will work closely with the Fund Manager to deliver the MEL package for the BLF. The Fund Manager will have responsibility for implementing Monitoring and Learning at both the Landscape and programme level. The Supplier will be responsible for Evaluation at the Programme level and the Landscape level.
- 11.3. An indicative summary of the roles and responsibilities of key partners in the BLF has been set out within **Annex H: Roles and Responsibilities**. The MoA, set out within **Annex T: MoA**, describes how each party will cooperate and have full access to the relevant data.
- 11.4. The Fund Manager is responsible for developing a secure e-platform (or utilising an existing one) for project management. Lead Delivery Partners and the Supplier will securely store all monitoring and evaluation products within the Fund Manager secure e-platform. The Supplier will fully support the use of data sharing technologies and the incorporation of innovative data collection methodologies and analysis for the evaluation products.

Section 11 Sub-Section B: Monitoring

- 11.5. The BLF will be monitored against its objectives based on a set of programme level KPIs, a programme level ToC and a programme level logframe set out in **Annex A: Programme Level ToC and Assumptions** and **Annex B: Programme Level Logical Framework (Logframe)** respectively. The Supplier will refine these products during the inception phase.
- 11.6. At a Landscape level, each Landscape will have Landscape level KPIs, ToC and logframes, which will be developed by the Lead Delivery Partner as part of their grant funding application.
- 11.7. The Supplier will be responsible for refining the monitoring framework with the Fund Manager. This shall include:
 - i. Refining Landscape ToC, logframe and KPIs with the Fund Manager during the inception phase;
 - ii. Use common measures, methods and indicators to allow for aggregation and evaluation at the programme level; and
 - iii. Supporting Lead Delivery Partners in collecting the right baseline and monitoring data at a Landscape-level to allow for Landscape and programme level evaluation.
- 11.8. The data to be collected at the programme and Landscape level will be decided by the Authority and the Supplier during the inception phase, with any adjustments (i.e due to changes in methodology, availability or constraints etc) being made at the annual learning cycle points thereafter, for which the Authority makes final decision.
- 11.9. Collecting monitoring data is the responsibility of the Lead Delivery Partner. The Fund Manager will ensure data is standardised, complete, and cleansed once it has been submitted to the e-platform and reflects the requirements set by the Supplier.
- 11.10. Data established by the Lead Delivery Partners in each Landscape will be submitted to the Fund Manager to be uploaded onto the project management e-platform. The Fund Manager and the Supplier must agree how monitoring data from the Landscapes will be presented and used to facilitate learning, as part of the inception phase.
- 11.11. The Landscape level ToC shall continue to be refined and amended on an annual basis by the Supplier, in partnership with the Fund Manager and the Authority, based on the evidence presented from monitoring, reporting and evaluation.
- 11.12. The Supplier will be responsible for evaluating the programme-level ToC and logframe progress against activities, outputs and outcomes on a quarterly and annual basis, and will update and report on programme level KPIs on an annual basis. The Authority expects this will involve the aggregation of primary data collected by Lead Delivery Partners and stored on the Fund Managers e-platform, combined with the use of secondary datasets or the collection of data by the Supplier.

Section 11 Sub-Section C: Evaluation

- 11.13. The Supplier is exclusively responsible for collecting and reporting evaluative evidence.
- 11.14. The Supplier will test the assumptions of the programme and Landscape level ToCs. The timeframes for this will be agreed with the Authority and set out within the workplan submitted by the Supplier during inception.
- 11.15. The Supplier will conduct an impact, process and VfM evaluation, in line with the 4 E's approach as set out in **Annex P Assessing Value for Money** and standard cost / benefit analysis, of the BLF within the mid-term and final evaluation reports, using the set of core evaluation questions set out in Section 9 of this ToR.
- 11.16. The Supplier will provide a synthesis of the developmental data, evidence and product(s) once per year. The approach is open and flexible as the methodology and scope will evolve as the understanding of each Landscape's context, such as the political, economic and social factors, dependencies and progress monitored.
- 11.17. Evaluation products must be accessible, both in formant and readily understandable by the intended audience, support adaptive management and build evidence. The approach must be approved by the Authority via the ESG. The developmental evidence products will facilitate a collaborative role for improving delivery which should complement the more traditional evaluation approach (i.e. mid-term and final evaluation reports).
- 11.18. The Supplier must pass all evaluation reports and products to the Authority for approval via the Contract Manager. Following the Authority's approval the Supplier will pass all evaluation reports and products to the Fund Manager for upload onto the BLF e-platform.

Section 11 Sub-Section D: Learning

- 11.19. At both a programme and Landscape level, monitoring data and evaluation reports will form a major contribution to the evidence base upon which adaptive programming decisions can be made by the Authority.
- 11.20. The Fund Manager shall develop the structure of the learning cycles, with the Authority and the Supplier during the inception phase, prior to Lead Delivery Partners beginning programming. This includes agreeing how monitoring data will be presented and used to facilitate learning.
- 11.21. Quarterly meetings between the Fund Manager and the Supplier shall be documented in the form of minutes, to be submitted to the Authority no later than 5 (FIVE) working days after the meeting. The Fund Manager and the Supplier shall take turns in minuting this meeting. The meeting agenda shall include progress, challenges, risks and recommended adaptive changes.. Each party must provide their own assessment on what has been presented.

- 11.22. The Fund Manager may invite the Supplier to attend specific quarterly meetings between the Fund Manager and Lead Delivery Partners within a Landscape as and when required. The Authority envisages the Supplier's attendance at specific quarterly meetings to discuss any evaluation or adaptive management related matters only.
- 11.23. The annual learning cycle meeting will involve the Supplier, the Authority, the Fund Manager, and In-Country Staff. The annual learning cycle will be focused on discussing adaptive programming recommendations. The Supplier is expected to be a significant contributor to these meetings based upon their monitoring and evaluation. The meeting must be held one month prior to the Authority's annual Learning Programme Board, **Annex D: Meeting Schedule**, sets out the scope for each meeting.
- 11.24. The Supplier may be asked to be present at the Programme Board meetings to quality assure adaptive changes or to present evidence.
- 11.25. The Supplier shall work with In-Country Staff to assist the Fund Manager in the delivery of well-run and high-quality stakeholder learning events in each of the Landscapes on an annual basis.
- 11.26. Stakeholder learning events shall capture perspectives on successes, challenges, and opportunities in each Landscape for use in adaptive management proposals.
- 11.27. The stakeholder learning events will be held in person and rotate to a different country within the Landscape each year. Learning events must be held two months in advance of the annual learning Programme Board.
- 11.28. The Fund Manager shall organise and deliver a one-off midpoint learning event designed in conjunction with the Supplier, In-Country Staff and the Authority. The Authority envisages the one-off midpoint learning event taking place in either year 3 or 4 of the Contract. This midpoint learning event will be a BLF-wide event covering all six Landscapes, bringing together stakeholders across the programme to discuss progress, challenges and outcomes. The event must be accessible virtually, as it will also be used to showcase the BLF to a global audience and look to achieve economies of scale (for example, tying in with other major events). We expect the Supplier to participate virtually, presenting previously captured and synthesised evidence and learning.

12. Evaluation Risks & Risk Management

- 12.1. The Authority anticipates several risks and challenges that the Supplier will encounter. The Supplier must have a system for identifying, managing, and reporting risks.
- 12.2. The Supplier must manage all risks and issues in line with the Authority's requirements as set out in this section of the ToR and **Annex O: Risk Management**.

- 12.3. Risks and challenges anticipated by the Authority have been summarised below. This list is non-exhaustive and presented in good faith. The Supplier shall be responsible, at all times, for the planning and management of risk (within their control).
- i. Difficulty in assessing performance and tracking outcome and impacts due to long-term indicators within the programme level logframe;
 - ii. Difficulty in assessing performance and tracking outcome and impacts due to the large scale of the BLF;
 - iii. Difficulties in accessing policymakers and other relevant stakeholders to collect data necessary to assess outcomes and impacts;
 - iv. Lack of flow of information from and to Landscape level and programme level evaluations;
 - v. Limited Landscape scale methodologies and indices;
 - vi. Difficulty in building engagement and relationships at all levels right across the BLF Landscapes; and
 - vii. Change in Landscape and / or boundaries.
- 12.4. The Supplier will propose an initial risk and issues register which will be refined during the inception phase.
- 12.5. The Supplier shall monitor and manage all monitoring, evaluation and learning related risks (in relation to the responsibilities of this Contract) during the Contract. The Supplier will provide updates on the risk register at the contract review (every month). However, if any risks are high or severe, the Supplier must notify the Contract Manager within 1 (ONE) working day.
- 12.6. If a risk requires critical attention the Supplier must escalate within 1 (ONE) working day from the risk being identified, to the Authority via an email to the Contract Manager and the BLF email: BLFSecretariat@defra.gov.uk.

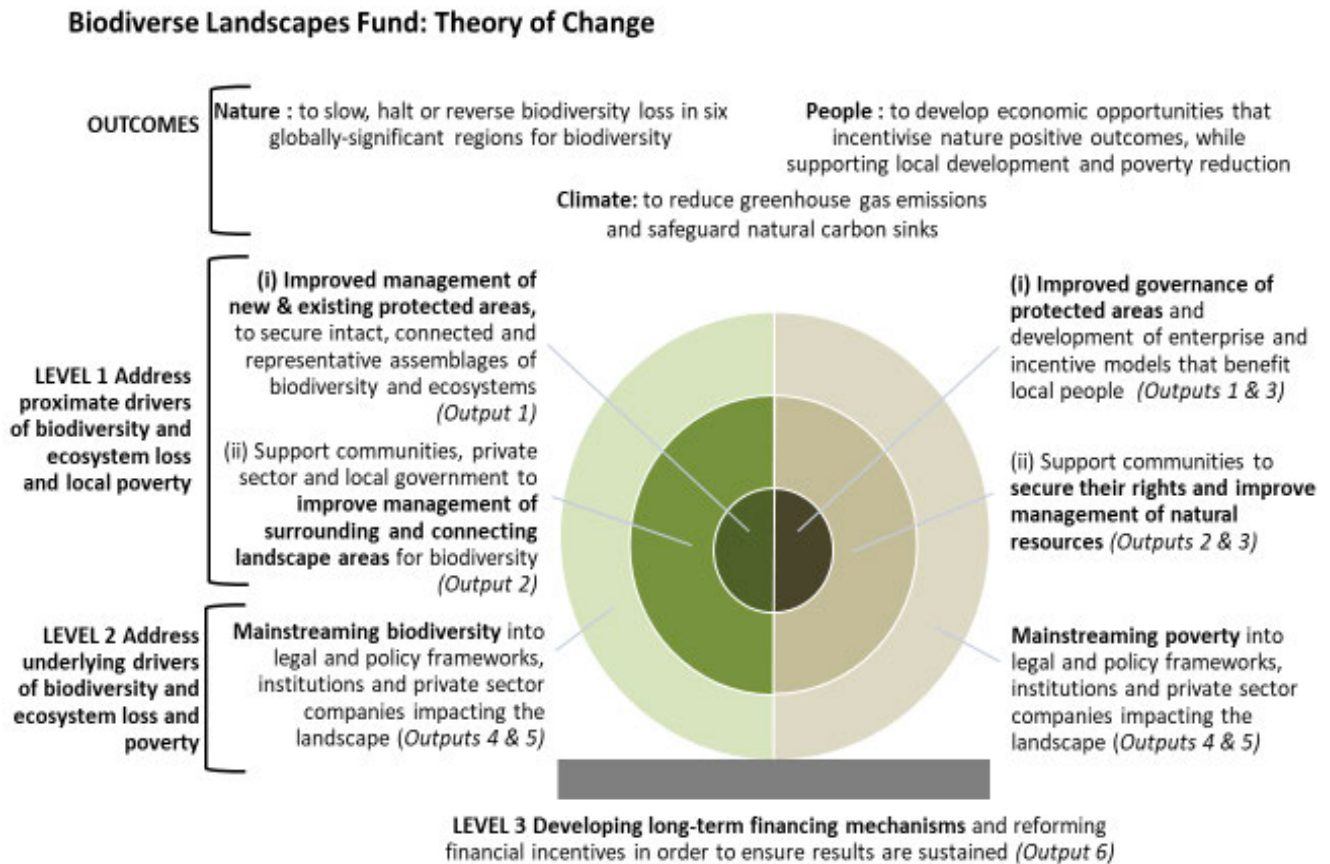
13. Exit Requirements

- 13.1. 6 (SIX) months before the end of this Contract or upon Termination of the Contract, the Supplier will:
- i. implement its exit plan;
 - ii. Deliver to the Authority prior to the Contract end date all finished work which relates to the Contract;
 - iii. Provide a summary of the status and next steps in relation to any on-going monitoring, evaluation, learning related activities or unfinished activities being conducted or monitored;
 - iv. Return all confidential information and any other output data related to the contract to the Authority before the Contract end date;

- v. Deliver to the Authority prior to the Contract end date copies of all datasets used by the Supplier in fulfilment of this Contract;
 - vi. Provide a summary document detailing all evaluation reports and communication materials, including links to relevant websites and contact information;
 - vii. A lesson-learnt briefing focused on the challenges faced and opportunities generated in evaluating the programme; and
- 13.2. The Supplier must allow for a minimum period of 90 (NINETY) days, or longer if required after the Contract end date (or termination date) for the exit process to be properly completed.

Annex A : Programme Level ToC and Assumptions

A 1. Programme level ToC



A 1.1. Interventions operate at 3 levels to address both the proximate and underlying drivers of biodiversity and ecosystem loss and degradation and local poverty:

A 1.2. LEVEL 1 - The proposed programme will address the proximate drivers of biodiversity and ecosystem loss and degradation, such as hunting and illegal wildlife trade, agricultural encroachment, illegal logging and fishing, and local poverty by:

Improving the management, resourcing and placement of protected areas (Output 1): Protected areas have been the mainstay of place-based efforts to conserve biodiversity and ecosystems for over a century, to limit the effect of direct drivers. However, current protected areas are not representative of important sites for biodiversity or critical ecosystems and three-quarters are inadequately resourced and managed. Moreover, it is critical that protected area authorities recognise the rights and perspectives of indigenous peoples and local communities and that they benefit from effective management. Increasing the area, effective management and equitable governance of protected areas both for biodiversity and people will be central to achieving the post-2020 Global Biodiversity Framework, and it is estimated that globally these measures would generate revenues of \$454bn pa, and deliver ecosystem services worth \$170-534bn pa. Within the target Landscapes, the BLF will improve the management of existing protected areas to reduce direct threats, and support the gazettement of new protected areas to secure intact, connected and representative assemblages of biodiversity and ecosystems. Alongside improved management, the BLF will improve the governance of

protected areas to ensure that the rights and voices of local residents particularly women and marginalised groups are heard in decision-making.

Securing rights for local people (Output 2): Local and indigenous people often live in, and/or use, protected areas. They can play a critical role in maintaining biodiversity and ecosystems, especially if their rights are clear and local development incentives are aligned with sustainable outcomes. The BLF will support indigenous peoples and local communities across the Landscape, including in protected areas, to clarify and assert their land rights and their rights to access, use, manage and enforce use of natural resources, as a pre-condition for a dialogue around effective management of those resources. Where necessary, BLF delivery partners will work with local/national authorities to propose changes to laws and regulations to strengthen recognition of the rights of local people. Particular attention will be paid to ensuring that the voices and rights of women and marginalised groups are heard and respected, thus confronting the challenges to equal recognition facing women similar to those faced by indigenous groups. Focus will be placed on the empowerment of women, enabling them to make decisions that benefit their families' long-term capabilities through increased influence on land use, management and agricultural productivity.

Developing models for effective management of natural resources across the Landscape (Output 2). Even if properly resourced and effectively and equitably managed, protected areas (the focus of Output 1) will be too small and fragmented to adequately support ecosystem services, address the broader drivers of biodiversity loss and may not foster environmental conservation outside of reserves. The BLF will therefore work at greater scales, across broader productive Landscapes that includes surrounding and connecting ecosystems that are managed by communities, private sector and governments. Within these Landscape units – e.g. community forests or indigenous reserves, forestry or agriculture concessions, state-managed forests and wetlands - there is a need to integrate consideration of biodiversity and sustainable use of ecosystems into management practices. The BLF will therefore support development and implementation of improved management plans, policies or practices to better consider the value of biodiversity and ecosystems in their operations (e.g. certified timber or agriculture, watershed management).

A 1.3. Developing livelihood strategies that support poverty reduction and biodiversity conservation (Output 3): Local poverty is often a proximate driver of biodiversity and ecosystem loss and degradation, e.g. through overexploitation of natural resources, hunting, or increasing cultivation. It is now widely recognised that effective site-based biodiversity conservation needs to account for the needs of local people, if solutions are to be sustainable. The BLF will understand local livelihood strategies and value chains, and design targeted livelihood interventions with local people that support poverty reduction in ways that are economically attractive and consistent with, or linked to, biodiversity conservation goals. Examples might include sustainable land management/farming practices designed to increase productivity and yields in ways that respect land-use boundaries; establishing conservation or value-add enterprises, linked to market opportunities; or ecotourism. Specific consideration will be given to opportunities for women and marginalised groups, who might otherwise be excluded from decision-making or livelihood opportunities. Women will have a critical role to play in the sustainability and long-term efficacy of livelihood strategies within the BLF. One potential model is conditional incentive programmes, either using payments (e.g. for ecosystem services) or other incentives, which have been shown to be effective at changing behaviours of local communities, whilst also delivering poverty reduction outcomes

A 1.4. LEVEL 2 - Mainstreaming biodiversity, ecosystem and poverty considerations into legal and policy frameworks, institutions and private sector companies operating in or affecting the Landscape, to address the systemic underlying drivers (Outputs 4 and 5) by:

Improving governance of land and natural resources across Landscapes (Output 4).

The BLF delivery partners will understand the laws, policies, regulations and institutional frameworks at the Landscape or Landscape unit level and identify opportunities to strengthen these frameworks. Examples might include land-use plans, infrastructure plans, land titling or natural resource governance frameworks, protected area management frameworks, concession allocation and planning, investment and insurance. Following this, the BLF will work with government agencies to build their capacity and support reforms or improved application of these legal, policy and institutional frameworks to address the drivers of biodiversity and ecosystem loss and poverty. Finally, the BLF will explore revenue generation options for government or communities linked to improved management of biodiversity and ecosystems, e.g. tourism fees, payments for environmental services schemes.

Improved practices of private sector to reduce drivers of biodiversity and ecosystem loss, or to provide additional value for biodiversity and ecosystem retention (Output 5).

The BLF will map value chains, supply chains and investment flows to understand the private sector actors that are influential in the Landscape (e.g. major purchasers of agricultural commodities, investors, etc.). Once relevant private sector actors are known, the BLF will identify opportunities to influence their behaviour for example by strengthening environmental, social and governance (ESG) policies and frameworks; building collective agreement over application of environmental standards such as zero-deforestation policies; or establishing public-private partnerships to address the drivers of biodiversity and ecosystem loss, such as roundtables or other collaborations. These measures will reduce the negative impacts of private sector investments in the Landscape. However, to encourage retention of biodiversity and ecosystems there is a need to also facilitate or support private sector-led investments that generate a return from intact ecosystems, e.g. conservation concessions, forest carbon projects, or ecotourism operations.

A 1.5. LEVEL 3 - Developing long-term financing mechanisms and reforming financial incentives to ensure results are sustained (Output 6) by working to:

Overcome traditional boundaries among development, conservation and climate programmes: ensuring that the interdependencies between these fields are understood by delivery partners to maximise the likelihoods of “triple wins”.

Secure commitment from host governments: the buy-in and support of national, regional and local host governments to the aims and objectives of the programme, as well as its interventions will be critical to its ability to work effectively in country, and to facilitating transborder cooperation. Government commitment will also be core to the long-term sustainability of interventions and approaches, including the likelihood of ongoing financing. We will engage with host governments prior to commencing activity to formalise this support, and delivery partners will be required to demonstrate the support of national/local authorities.

Involve communities in relevant Landscape level indicators: The Political Economic and Technical Analysis will identify potential barriers to community participation, relating to incentives, organisational culture and power relations, and how the Fund can overcome them. We will ensure the views of marginalised groups are included in this process. Learning from the community will be a focus of the Landscape-level logframes, to understand who benefits from ecosystem services, and how. Community participatory methodologies will be used in the design and implementation stages and to capture progress through indicators

disaggregated by gender, ethnicity, disability etc. The Independent Evaluator will engage with wide stakeholder groups, allowing contribution to annual assessments on projects' applicability to the priorities of target groups, recipients and other actors. An example Landscape-level indicator would be "Evidence of effective mechanisms for removing barriers to decision making for target beneficiaries (including women, girls, ethnic and marginalised groups including people with disabilities) within the community".

Learn in real time: the BLF will monitor and analyse projects and approaches throughout the programme lifetime in order to build on what is shown to be working and adapt or halt what is not proving successful.

A 2. Expected programme activities:

A 2.1. Improving the effectiveness and equitable management of existing protected areas and other conserved areas, and creation of new areas as appropriate.

A 2.2. Ensuring connectivity across the Landscape, including transboundary conservation and corridors where appropriate, to maintain and restore biodiversity and ecosystem services.

A 2.3. Improving governance, through improved law enforcement, strengthening land and natural resource rights, improving land-use and development planning.

A 2.4. Addressing drivers of biodiversity and ecosystem loss, expansion of agriculture, extractive industries, and infrastructure.

A 2.5. Development of sustainable livelihoods and economic development pathways that are consistent with, and linked to, maintaining biodiversity and ecosystems.

A 2.6. Private sector engagement in improved Landscape level outcomes, e.g. through improved standards, offsetting and compensation mechanisms, improved sourcing, etc.

A 2.7. Development of conservation enterprises that benefit local people and support biodiversity outcomes.

A 2.8. Reforming laws, policies and regulations to enhance biodiversity protection or sustainable use.

A 2.9. Facilitating long-term conservation financing mechanisms.

A 2.10. Facilitating transboundary activities and joint working by host government, harmonisation of policies, and institutional frameworks for intersectoral cooperation.

A 3. ToC assumptions:

A 3.1. Host governments are supportive of the proposed interventions over the life of the programme.

A 3.2. Opportunities to improve livelihoods/reduce poverty consistent with biodiversity conservation goals exist within the Landscapes. This assumes that opportunities for market-based mechanisms (PES, carbon, ecotourism, value-added agricultural products, etc.) to generate improved long-term incomes and support biodiversity conservation efforts exist but remain untapped, and that private sector actors are interested in these opportunities.

A 3.3. Local people see the benefits from interventions, are motivated to participate and change their behaviours and that viable livelihood/development opportunities exist.

A 3.4. Private sector actors are motivated to adopt and apply policies that reduce drivers of biodiversity and ecosystem loss and local poverty (improved environmental safeguards, zero deforestation policies, improved prices), and are interested to invest in new models of site management that reward biodiversity and ecosystem retention.

A 3.5. Programme resources are sufficient for delivery of activities and activities selected provide value for money. There is some evidence¹ that this is a valid assumption which includes examination of whether PAs management quality impacts biodiversity outcomes using data on changes in native species populations (vertebrates) across 73 terrestrial PAs in 29 countries outside of North America, Western Europe and Australia. Management quality includes factors such as staffing, management plans, and stakeholder engagement. Data is derived from the Management Effectiveness Tracking Tool (METT) and the Living Planet Database (LPD): the largest global quantitative data sets on management inputs and time-series of animal populations, respectively. Findings include that capacity and resources (including adequacy of staff, budgets and available equipment) was the only dimension of management associated with positive changes in populations.

A 3.6. Addressing drivers at multiple levels through a comprehensive suite of activities is more effective than a single intervention. Evidence to inform this assumption includes a small body of evidence that suggests positive outcomes require a range of complementary strategies. For example, community engagement strategies to combat illegal wildlife trade and poaching often employ more than one strategy. In the Greater Kilimanjaro Landscape (Kenya and Tanzania) strategies include involvement in law enforcement, incentives for wildlife stewardship and human-wildlife conflict mitigation. PAs and PES can be complementary strategies. For example, Clements & Milner-Gullard (2014) found that implementation of PES programmes in northern Cambodia would not have been possible without the protective effect of the PAs. The PAs mitigated external drivers of ecosystem loss including in-migration to existing villages, formation of new settlements, and the gazettement of large-scale concessions for agro-industrial development within PAs. PAs also increased security of access to land and forest resources for local households, benefiting forest resource users but restricting households' ability to expand and diversify their agriculture. However, the impacts of PAs on household well-being were limited overall and varied between livelihood strategies.

A 3.7. Incentives are aligned, and political commitment and community engagement remain in place to allow for the continuation of Landscape protection activities after the funding cycle has ended. Where needed, further resources are secured to allow continuation of activities in the programme Landscapes. Evidence to inform this assumption includes Roe & Booker's (2019) review on community engagement strategies which identified 50 case studies (Roe & Booker, 2019: 8):

A 3.8. Initiatives should be locally driven and responsive to the local context: Involving communities in defining solutions, not just engendering a culture of passive reliance on externally provided benefits, was reported to be key.

A 3.9. Community ownership and a voice in decision-making are important.

¹ <https://conbio.onlinelibrary.wiley.com/doi/10.1111/conl.12434>

A 3.10. A long-term relationship between project implementers and local people based on shared objectives, trust and reciprocity is important.

A 3.11. Multi-stakeholder partnerships were often central to successful initiatives, not just to get the necessary support for community engagement (e.g., through government endorsement) but also to generate the necessary mix of skills, science, technical and financial support, transparency, and accountability.

Annex B: Programme Level Logical Framework (Logframe)

Annex 2: Programme Level Logical Framework (Logframe)

Table 8 Impact & Outcomes

PROGRAMME TITLE	Biodiverse Landscapes Fund						
IMPACT	Impact Indicator 1		Baseline	Milestone 1	Milestone 2	Target (date)	
To reduce poverty and create sustainable economic development for communities living in, and dependent upon, environmentally-critical landscapes through delivering lasting landscape protection, sustainable management and restoration, safeguarding biodiversity, maintaining and improving ecosystem quality	Likelihood that the intervention will achieve transformational change (ICF KPI 15)	Planned	Independent evaluation to assess contribution of fund to transformational change and define: • what successful transformation looks like for the programme/portfolio (including its Theory of Change); • the key stakeholders involved; • which of the TC criteria are relevant to report against; and • the programme/portfolio-specific indicators.	Yr. 3 - Some early evidence suggests Transformational Change judged likely	Yr. 5 - Tentative evidence of change – Transformational Change judged likely	By end of year 7 from the programme start - Clear evidence of change	
		Achieved					
			Source				
		ICF methodology: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/813600/KPI-15-extent-ICF-intervention-lead-transformational-change.pdf					

Note: the following indicators are long-term indicators which align to the programme ToCs and high-level strategic direction of the programme. KPIs are in bold.							
OUTCOME 1* - PEOPLE	Outcome Indicator 1.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
To develop economic opportunities through investment in nature in support of climate adaptation and resilience and poverty reduction.	Number of people / villages with improved land or natural resource management rights	Planned	0: only measure improvement directly related to the work of the programme	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	Opportunities to improve livelihoods/reduce poverty consistent with biodiversity conservation goals exist within the landscapes. This assumes that opportunities for market-based mechanisms (PES, carbon, ecotourism, value-added agricultural products, etc.) to generate improved long-term incomes and support biodiversity conservation
		Achieved					
			Source				
	Household surveys / natural resource mapping during programme monitoring. Data should be disaggregated (gender, ethnicity, disability).						
	Outcome Indicator 1.2		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of people or villages with improved incomes or other direct benefits as a consequence of local businesses that are linked to sustainable management of natural	Planned	On average 44% of the population in the landscapes are below the national poverty line. MPI calculations to be estimated based on representative sample across landscapes	By year 2 programme benefits will have been available across XX% of target beneficiaries.	By year 4 programme benefits will have been available across YY% of target beneficiaries.	by year 6 programme benefits will have been available across ZZ% of target beneficiaries.	

	resources (e.g., tourism, value-added agriculture or timber or fish products, etc.)	Achieved					efforts exist but remain untapped, and that private sector actors are interested in these opportunities. Local people see the benefits from interventions, are motivated to participate and change their behaviours and that viable livelihood/development opportunities exist.
			Source(s)				
			Using the latest national poverty assessments to determine headcount number of persons below the poverty line for regions within the landscape boundaries. The reach of beneficiaries (those in severe poverty) will be targeted during the inception stage. Independent evaluation will investigate through household surveys the reach of the programme to the target beneficiaries and what impact the programme has had on the general wellbeing and poverty dynamics. Data should be disaggregated (gender, ethnicity, disability).				
	Outcome Indicator 1.3		Baseline	Milestone 1	Milestone 2	Target (date)	
	Volume of finance (public or private) leveraged by the programme intervention for improved biodiversity and ecosystem management or local development	Planned	£0	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception. Expected range of 1-5x leverage ratio depending on mechanisms and associated risks within landscapes.	
Achieved							
		Source(s)					
		Leveraging private investment through public sector climate finance indicates that on average we can expect an estimated leverage ratio of 2-5x. However, this is an estimate as the different tools have different applications to different types of investors, projects and country contexts of which we will have more information through the development of LDP bids, PETA, and during mobilisation phase of the programme. Data will be collected through programme monitoring (e.g., external finance mobilised for deals agreed through the programme). Data should be disaggregated (gender, ethnicity, disability). https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/7082.pdf .					
OUTCOME 2* - NATURE	Outcome Indicator 2.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
To slow, halt or reverse biodiversity loss in 6 globally significant regions for biodiversity	Presence of globally threatened target species in the landscape	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	Host governments are supportive of the proposed intervention over the life of the programme.
		Achieved					
			Source				Beneficial changes to ecosystem will be captured during the length of the programme.
		The IUCN Red List see: https://www.iucnredlist.org and supported with /KBA reports (Key Biodiversity Areas: http://www.keybiodiversityareas.org/sites/search) indicate key species that are threatened. Focusing on Critically Endangered (CR) and Endangered (EN) species only across the six landscapes. This should inform which habitats and species to target within outcome 2.2.					
	Outcome Indicator 2.2		Baseline	Milestone 1	Milestone 2	Target (date)	
	Abundance or rates of occurrence of globally threatened species / key populations and / or indicator species	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
Achieved							
		Source					

			Data rich species will be targeted (elephants, etc.) and / or the use of indicator species and populations to assess changes in occurrence or abundance. Landscape-level population assessments of target species will be gathered during the inception stage from existing data and monitored periodically throughout the programme.				
	Outcome Indicator 2.3		Baseline	Milestone 1	Milestone 2	Target (date)	
	Change in ecosystem integrity, accounting for habitat loss, degradation and fragmentation.	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
			Source The Forest Landscape Integrity Index (https://www.forestlandscapeintegrity.com/ . see https://doi.org/10.1038/s41467-020-19493-3) model will be adapted for application across a range of biomes (not just forests). This data could also be combined with the Global Forest Watch https://www.globalforestwatch.org/ . This will need to be supplemented by programme monitoring. https://www.cbd.int/api/v2013/documents/EF052A4A-8751-AB04-8208-F2CBDA387E24/attachments/WCS-2.pdf				
	Outcome Indicator 2.4		Baseline	Milestone 1	Milestone 2	Target (date)	
	Change in area and connectivity of new or existing protected areas / key biodiversity areas that is under improved management for biodiversity and natural resources, by governments, private sector or local communities, disaggregated by ecosystem type	Planned	Baselines available from World Database on Protected Areas	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
			Source WDPA world database on protected area and Key Biodiversity Areas: http://www.keybiodiversityareas.org/sites/search . Allocation of land and connectivity will be assessed through local records, gazettelements and maps, with use of geospatial technology. Data collected by implementing partner(s) and third parties/NGOs in each landscape to feed into this programme level indicator.				
	OUTCOME 3* - CLIMATE	Outcome Indicator 3.1		Baseline	Milestone 1	Milestone 2	Target (date)
To reduce greenhouse gas emissions and safeguard natural carbon sinks through improved management and governance of land, ecosystems and natural resources, inside protected areas and across broader interconnected landscapes	Change in deforestation rates	Planned	Estimated 10.14mha of forest loss across the six landscapes (2001-2019)	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	Governments and private sector actors are motivated to adopt and apply policies that reduce drivers of biodiversity loss and ecosystem loss and poverty (improved environmental safeguards, zero deforestation policies, improved prices), and
		Achieved					
			Using landscape community and satellite based data to monitor forests and infer deforestation rates from programme inception. Use of the data portal Global Forest Watch. Baseline estimate derived from landscape specific geospatial analysis.				
	Outcome Indicator 3.2		Baseline	Milestone 1	Milestone 2	Target (date)	

ICF KPI 6: GHG emissions reduced or avoided as a result of intervention // or ICF KPI 8: Deforestation avoided	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	interested to invest new models of site management that re biodiversity and ecosystem retention
	Achieved					
		Source				
		Individual project data on estimated lifetime emission savings, derived from activity data including land use data in the case of forest projects, fuel savings data (where applicable) and emission factors. UN Environment Programme (UNEP) report warns that unless global greenhouse gas emissions fall by 7.6 per cent each year between 2020 and 2030, the world will miss the opportunity to get on track towards the 1.5°C temperature goal of the Paris Agreement. http://www.globalcarbonatlas.org/en/CO2-emissions .				
Outcome Indicator 3.3		Baseline	Milestone 1	Milestone 2	Target (date)	
ICF KPI 17: Hectares of land that have received sustainable land management practices as a result of ICF	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
	Achieved					
		Source				
Individual project data on estimated hectares under sustainable land management (SLM) from activities which correspond with the identified SLM practice groups. This is derived from activity data including datasets and information provided by the Delivery Partners and Fund Manager on hectares impacted which will verify through satellite imagery / on-the ground quality assurance measures.						

Table 9 Indicative Outputs

Note: the following indicators are indicative and will be refined once political, economic and technical analysis is carried out within the selected landscapes, and projects are under inception. Each landscape will report to the indicators that are only applicable to their landscape (to be refined within landscape level logframes).							
INDICATIVE OUTPUT 1	Indicative Output Indicator 1.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Improve management of existing protected areas, and creation of new protected areas that are ecologically representative of priority habitats for biodiversity	Change in protected area management effectiveness	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Management Effectiveness Tracking Tool (METT) or another Protected Areas Management Effectiveness tool. To be developed during inception and updated at a minimum rate of once every 2 years.					
	Indicative Output Indicator 1.2		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of illegal incidences (wildlife/logging/deforestation/fishing) per km-square surveyed during patrols	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					

		UNODC WISE Database has data but additional programme monitoring data might be useful., https://cites.org/sites/default/files/eng/prog/iccwc/ICCWC-Ind-FW-ASSESSMENT-GUIDELINES-FINAL.pdf Data collected by government agencies, implementing partner(s) and third parties/NGOs in each landscape during the course of the projects, e.g., using https://smartconservationtools.org/. Baseline levels to be determined during inception and updated regularly.				
IMPACT WEIGHTING (%)	Indicative Output Indicator 1.3		Baseline	Milestone 1	Milestone 2	Target (date)
	Number of cases of illegal wildlife trade detected, arrested and prosecuted	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception
		Achieved				
		Source				
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.				
INDICATIVE OUTPUT 2	Indicative Output Indicator 2.1		Baseline	Milestone 1	Milestone 2	Target (date)
Improved site-based management and governance of natural resources by communities, private sector and government	Change in areas of importance for ecological processes that are under improved management for biodiversity and natural resources, by governments, private sector or local communities, disaggregated by ecosystem type	Planned	No baseline available	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception
		Achieved				
		Source				
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Key Biodiversity Areas: http://www.keybiodiversityareas.org/sites/search Protected Area and OECM Coverage: http://www.ProtectedPlanet.net and http://dx.doi.org/10.1787/5fa661ce-en Allocation of land for sustainable natural resource management: local records, gazettements and maps.				
IMPACT WEIGHTING (%)	Indicative Output Indicator 2.2		Baseline	Milestone 1	Milestone 2	Target (date)
	Number of stakeholders (inc. communities and private sector) trained in improved site-based management activities	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception
		Achieved				
		Source				
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).				
IMPACT WEIGHTING (%)	Indicative Output Indicator 2.3		Baseline	Milestone 1	Milestone 2	Target (date)
	Number of stakeholders (inc. government, communities and private sector) engaged in improved site-based management activities	Planned	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception
		Achieved				
		Source				

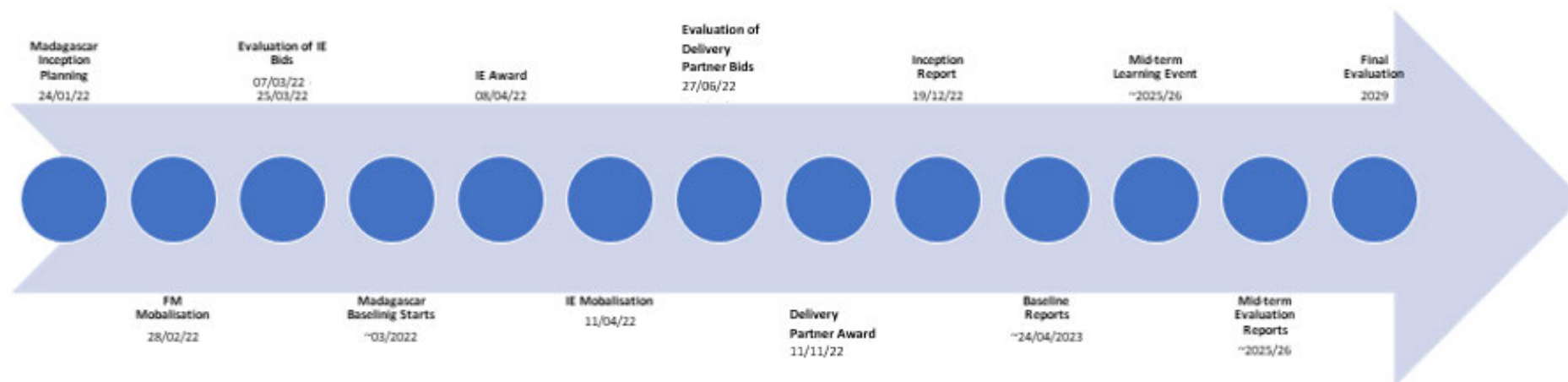
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).					
INDICATIVE OUTPUT 3	Indicative Output Indicator 3.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Development of sustainable livelihoods and economic development pathways that are consistent with, and linked to, maintaining biodiversity and ecosystems	Number of people with improved awareness of their rights to land and natural resources	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).					
	Indicative Output Indicator 3.2		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of people trained in new or improved livelihood strategies and techniques	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).					
IMPACT WEIGHTING (%)	Indicative Output Indicator 3.3		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of local businesses established or strengthened	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).					
INDICATIVE OUTPUT 4	Indicative Output Indicator 4.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Improved governance of land and natural resources across the landscape, including integration of biodiversity into decision making.	Number of policymakers and decision-makers from government or non-government institutions trained or with an improved awareness in biodiversity priorities	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects. Data should be disaggregated (gender, ethnicity, disability).					
	Indicative Output Indicator 4.2		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of governance arrangements, laws, policies, regulations changed by the programme to enhance biodiversity protection or sustainable use	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
Source							

		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.					
IMPACT WEIGHTING (%)	Indicative Output Indicator 4.3		Baseline	Milestone 1	Milestone 2	Target (date)	
	Number of spatial land-use plans or development plans that incorporate biodiversity and ecosystem priorities	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.					
INDICATIVE OUTPUT 5	Indicative Output Indicator 5.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Improve practices by private sector to reduce drivers of biodiversity and ecosystem loss, or provide additional value to biodiversity and ecosystem retention	Number of private sector companies with improved policies or practices designed to reduce drivers of biodiversity and ecosystem loss	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.					
IMPACT WEIGHTING (%)							
INDICATIVE OUTPUT 6	Indicative Output Indicator 6.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Long-term financial resources leveraged for sustainable management of biodiversity and ecosystems and for local development	Number of long-term financing systems established or strengthened	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					
		Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.					
IMPACT WEIGHTING (%)							
INDICATIVE S-T OUTPUT 7	Indicative Output Indicator 7.1		Baseline	Milestone 1	Milestone 2	Target (date)	Assumptions
Create opportunities for women and marginalised groups, who might otherwise be excluded from decision-making or livelihood opportunities	Number of effective mechanisms for removing barriers to decision making for target beneficiaries (including women, girls, ethnic and marginalised groups including people with disabilities) within the community.	Planned	To be determined by the evaluators	To be determined by the evaluators during inception	To be determined by the evaluators during inception	To be determined by the evaluators during inception	
		Achieved					
		Source					

		The inclusiveness index: haasinstitute.berkeley.edu/inclusiveness index . Data collected by implementing partner(s) and third parties/NGOs in each landscape during the course of the projects.	
IMPACT WEIGHTING (%)			
* These outputs and associated indicators are equally weighed indicative and subject to refinement.			

Annex C Indicative Timetable

The below timeline is indicative and shows key activities of the Supplier and the BLF programme.



Annex D: Meeting Schedule

Table 10 below shows the proposed key meetings in which the Supplier will be required to attend:

Table 10: Meeting Schedule

Frequency	Meeting Purpose	Further Information
Monthly	Contract review	Meeting to discuss the Suppliers performance, key issues and progress to meeting deliverables.
Quarterly	Supplier / Fund Manager check-ins	Meeting to discuss progress of Lead Delivery Partners/any emerging issues that should be focused on in any given quarter (i.e Developmental Evaluation updates) Meeting will also be used to discuss and maintain ways of working between the supplier and the Fund Manager, as per the MOA
	Fund Manager / Lead Delivery Partner progress meetings (quarterly learning)	One meeting per Lead Delivery Partner / Landscape Meeting to discuss progress of Lead Delivery Partners against grant agreement/logframe The Supplier may be required to join these meetings as and when required by the Fund Manager
	BLF Programme Board	The Supplier may be required to join these meetings as and when required by the Authority
Every 6 Months	Contract review	Meeting to discuss workplans and contract KPIs with the Authority's Contract Manager. The Supplier must submit a contract review report ahead of this meeting.
	Supplier / ESG	Update the steering group on key deliverables and findings. Frequency will be increased during the development and delivery of key deliverables
Annually	Learning Cycle Meeting	Meeting organized and chaired by the Fund Manager – one meeting per Landscape Meeting to discuss project progress in the past year and agree any adaptive programming recommendations that will be submitted to the Authority ahead of

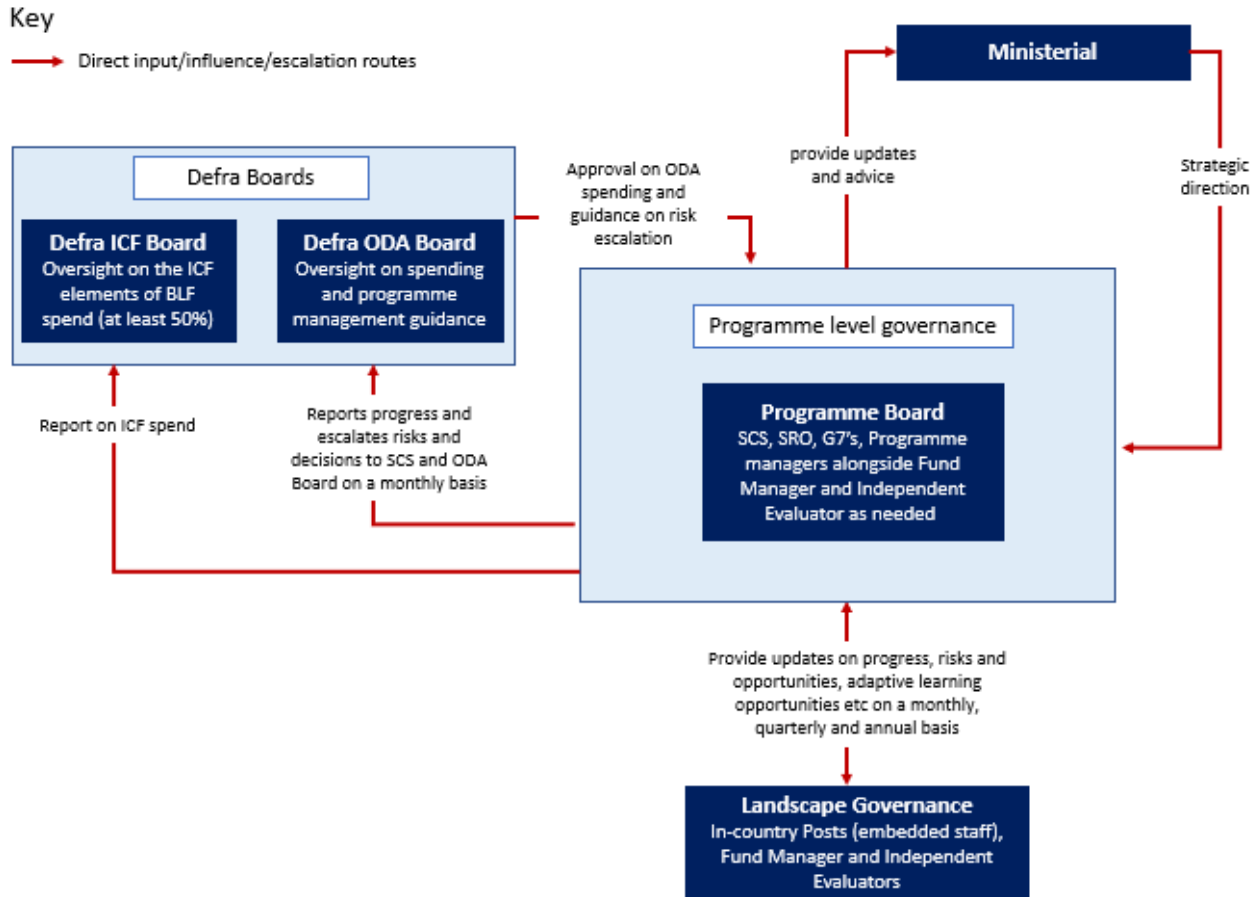
		the Authority's Annual learning Programme Board.
Ad-hoc	Update meetings requested by the Authority	Meetings may be requested by the Authority at any point during the contract.

Annex E: Management Structure

E 1. Overview

This Annex describes the overall management structure of the BLF and how the Supplier will support the overall management of the BLF. Diagram 1 below summarises the structure and reporting lines.

Diagram 1: Management Structure of the BLF



E 2. BLF Programme Board

The role of the Authority's BLF Programme Board is to:

- provide a forum for formal updates on progress across all Landscapes;
- discuss key risks, opportunities and issues begin the escalation process if necessary;
- ensure finances are in order and payments are on track;
- provide a forum to share experiences and learning to ensure adaptive programming is regularly assessed; and
- formalise and record decision-making

The Programme Board will meet monthly for one hour. Each quarter, the Programme Board may be extended to one hour and a half long session to allow for discussion of quarterly reports from the Fund Manager. One of the quarterly Boards each year will be dedicated to the Learning Programme Board.

The Supplier will be invited to the Board in an advisory capacity. The Supplier has no decision-making authority.

E 3. Agenda

The agenda for each meeting will be flexible, however there will always be some standing items (SI). As a rough guide the Board may discuss (in order of priority):

- a. (SI) Risks-risk summary per risk category plus discussion/ decisions on escalated, worsening and new risks
- b. SI) Payments-update on financial position
- c. Formal updates on procurement (whilst in development) and progress in Landscapes (once programming)
- d. Timelines
- e. Adaptive Programming (primarily at quarterly Boards and the annual learning board)

E 4. Programme Board Membership

Permanent members with a standing invite to each Board are outlined in Table 11 below.

Table 11 Permanent members of the Boards

Organisation	Role
The Authority	Senior Civil Servant
The Authority	Senior Responsible Officer
The Authority	Programme Delivery Lead
The Authority	Evidence Lead
The Authority	Geographical Programme Managers
The Authority	Portfolio Management Office
The Authority	Secretariat
External Contractor	Fund Manager
FCDO	Landscape Coordinator
External Contractor	Independent Evaluator**
The Authority	Finance Lead
The Authority	OAD Lead
The Authority	Commercial Lead

** The Supplier (Independent Evaluator) will only attend quarterly (unless required according to specific agenda items)

To reach quorum, the Programme Board will always have attendance from:

- a. A representative from the Authority's Portfolio Management Office;
- b. The Authority's Senior Responsible Officer;
- c. A minimum of four of the Authority's Programme Managers; and
- d. The Authority's Commercial, Finance and Official Development Assistance representatives (depending on agenda) or an acceptable substitute.

Table 12 below sets out additional participants who may be invited - as required according to specific agenda items.

Table 12: Additional Board Members invited as Required

Role	Reason
Lead Delivery Partners	<ul style="list-style-type: none"> • If there is a particular risk or opportunity to discuss • To provide an in-depth case study
Other HMG Programme Leads (e.g. Blue Planet Fund/ International Climate Finance/ FCDO colleagues)	<ul style="list-style-type: none"> • In an advisory capacity • To share lessons learned • If an issue is raised of which they have direct experience

Annex F: Contract KPIs

The Suppliers performance will be monitored against the following KPIs.

Table 13: KPIs

Ref	Principle	Measure	
		Acceptable	Poor
KPI-1	The Supplier completes and submits reports, deliverables, and outputs required by the Authority on time.	All agreed deadlines are met.	If any report misses the agreed deadline, save for circumstances where the Authority has given express written permission for a report to be submitted late.
KPI-2	The Suppliers evaluation reports or associated outputs are of a high-quality.	All evaluation reports and associated outputs are assessed as “Good” (the criterion was met with only minor shortcomings) to “Excellent” (the criterion was fully met (or exceeded) and there were no shortcomings) using quality assurance criteria provided.	The quality of one or more evaluation report, or associated output is poor i.e. assessed as “OK” (the criterion was partially met with some shortcomings) to “Unsatisfactory” (there were major shortcomings) using quality assurance criteria provided.
		The methodology for calculating the KPI score is set out overleaf.	The methodology for calculating the KPI score is set out overleaf.
KPI-3	The Supplier attends all the required meetings and the Supplier is prepared for these meetings and fully participates within these meetings	The Supplier is present at all requested meetings and fully participates, providing information, feedback, documentation / data when needed.	The Supplier has limited attendance at required meetings. The Supplier does not fully participate or is not prepared for the meeting(s).
KPI-4	The Supplier fully adheres to the duty of care principles, ethical principles, safeguarding and fraud policy and OECD DAC’s	The Supplier provides evidence of adherence to the duty of care principles, ethical principles, safeguarding policy and OECD DAC’s quality standards.	Any instance of a lack of adherence to any of the duty of care principles, ethical principles, safeguarding policy and OECD DAC’s quality standards.

	quality standards as set out in the ToR.		
KPI-5	Prompt Payment to sub-contractors and suppliers.	More than 95% of non-disputed invoices paid within 30 days net	Less than 94.9% of non-disputed invoices paid within 30 days net
KPI-6	The Developmental Evaluation approach results in data/evidence that is beneficial for the overall management and/or adaptive recommendations submitted to the Authority.	Data / evidence is directly used for informed adaptive recommendations.	Data / evidence is not used for informed adaptive recommendations.
KPI-7	The Supplier will work effectively with the Fund Manager & Lead Delivery Partners	The Authority will administer an annual survey with the Fund Manager and Lead Delivery Partners. The results of this survey will be discussed at the following review meeting.	

Methodology for the Score for KPI-2

KPI-2 will be scored against the UNEG Quality Checklist for Evaluation Reports as set out in **Annex G: United Nations Evaluation Group Quality Checklist for Evaluation Reports**.

A score, as set out in Table 14 below will be assigned to each evaluation product. The methodology for calculating the score for each evaluation products is set out after Table14.

Table 14: Overall rating / score guide

Score	Description
Excellent: 80 - 100	BLF stakeholders may use the report's findings and recommendations with a high degree of confidence.
Good: 60 - 79	BLF stakeholders may use the report's findings and recommendations with confidence with an understanding of some limitations / weaknesses. The ESG may require these to limitations to be highlighted or addressed.
OK: 40 - 59	The ESG will require some substantive improvements are made.
Unsatisfactory: 0 - 39	The ESG will not supply to wider BLF stakeholders without significant improvements to be made.

The following methodology will be applied to derive a score for KPI-2.

Each numbered item in the UNEG Quality Checklist for Evaluation Reports, as set out in **Annex G: United Nations Evaluation Group Quality Checklist for Evaluation Reports.**, will be used to assess the evaluation reports and shall be subject to the scoring criteria below.

Each numbered item in the UNEG Quality Checklist for Evaluation Reports will be given a score in line with Table 15 below. All scores will be summed for each category (i.e. the reporting structure, object of evaluation, evaluation purpose, objectives and scope, evaluation methodology, findings, conclusions, recommendations, gender and human rights).

Table 15: Ratings for KPI-2

Rating	Description	Explanation
100	Excellent	The report fully meets or exceeds the checklist description
75	Good	The report meets the checklist description with minor weaknesses
50	Ok	The report moderately meets the checklist description with weaknesses throughout
25	Unsatisfactory	The report does not meet the checklist description
0	N/A	Not applicable – not subjected to scoring

The Score awarded for each numbered item in the UNEG Quality Checklist for Evaluation Reports will then have a weighting applied as set out in Table 16 below.

Table 16:Categories / Weightings

Category	Weighting %
The Reporting Structure	5
Object of Evaluation	10
Evaluation Purpose	10
Objectives and Scope	20
Evaluation Methodology	20

Findings	10
Conclusions	5
Recommendations	10
Gender And Human Rights	10

An overall score for each report, deliverables and output is calculated by adding the weighted scores together. The overall score is determined as per Table 14 above.

Annex G: United Nations Evaluation Group Quality Checklist for Evaluation Reports



UNEG Quality Checklist for Evaluation Reports

Approved at the UNEG AGM 2010, this quality checklist for evaluation reports serves as a guideline for UNEG members in the preparation and assessment of an evaluation report.

Based on the UNEG Norms and Standards for evaluation, this checklist includes critical indicators for a high-quality evaluation report.

UNEG Quality Checklist for Evaluation Reports		
This checklist is intended to help evaluation managers and evaluators to ensure the final product of the evaluation - evaluation report - meets the expected quality. It can also be shared as part of the TOR prior to the conduct of the evaluation or after the report is finalized to assess its quality.		
Evaluation Title:		
Commissioning Office:		
1. The Report Structure		
1.0	The report is well structured, logical, clear and complete.	
1.1	Report is logically structured with clarity and coherence (e.g. background and objectives are presented before findings, and findings are presented before conclusions and recommendations).	
1.2	<p>The title page and opening pages provide key basic information.</p> <ol style="list-style-type: none"> 1. Name of the evaluation object 2. Timeframe of the evaluation and date of the report 3. Locations (country, region, etc.) of the evaluation object 4. Names and/or organizations of evaluators 5. Name of the organization commissioning the evaluation 6. Table of contents which also lists Tables, Graphs, Figures and Annexes 7. List of acronyms. 	
1.3	<p>The Executive Summary is a stand-alone section of 2-3 pages that includes¹:</p> <ol style="list-style-type: none"> 1. Overview of the evaluation object 2. Evaluation objectives and intended audience 3. Evaluation methodology 4. Most important findings and conclusions 5. Main recommendations 	

¹ Executive Summary: Critical elements are listed in [UNEG Standards for Evaluation in the UN System](#) (UNEG/FN/Standards[2005]), page 18, Standard 4.2, Number 3.

1.4	Annexes increase the credibility of the evaluation report. They may include, inter alia: ² 1. TORs 2. List of persons interviewed and sites visited. 3. List of documents consulted 4. More details on the methodology, such as data collection instruments, including details of their reliability and validity 5. Evaluators biodata and/or justification of team composition 6. Evaluation matrix 7. results framework	
2. Object of Evaluation		
2.0	The report presents a clear and full description of the 'object' of the evaluation ³ .	
2.1	The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.	
2.2	The context of key social, political, economic, demographic, and institutional factors that have a direct bearing on the object is described. For example, the partner government's strategies and priorities, international, regional or country development goals, strategies and frameworks, the concerned agency's corporate goals and priorities, as appropriate.	
2.3	The scale and complexity of the object of the evaluation are clearly described, for example: <ul style="list-style-type: none"> • The number of components, if more than one, and the size of the population each component is intended to serve, either directly and indirectly. • The geographic context and boundaries (such as the region, country, and/or landscape and challenges where relevant • The purpose and goal, and organization/management of the object • The total resources from all sources, including human resources and budget(s) (e.g. concerned agency, partner government and other donor contributions. 	

² Content of Annexes is described in [UNEG Standards for Evaluation in the UN System](#) (UNEG/FN/Standards[2005]), page 20, Standard 4.9 and page 23, Standard 4.18.

³ The “object” of the evaluation is the intervention (outcome, programme, project, group of projects, themes, soft assistance) that is (are) the focus of the evaluation and evaluation results presented in the report.

2.4	The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles.	
2.5	The report identifies the implementation status of the object , including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.	
3. Evaluation Purpose, Objective(s) and Scope.		
3.0	The evaluation's purpose, objectives and scope are fully explained.	
3.1	The purpose of the evaluation is clearly defined, including why the evaluation was needed at that point in time, who needed the information, what information is needed, how the information will be used.	
3.2	The report should provide a clear explanation of the evaluation objectives and scope including main evaluation questions and describes and justifies what the evaluation did and did not cover.	
3.3	The report describes and provides an explanation of the chosen evaluation criteria, performance standards, or other criteria used by the evaluators ⁴ .	
3.4	As appropriate, evaluation objectives and scope include questions that address issues of gender and human rights.	
4. Evaluation Methodology		
4.0	The report presents transparent description of the methodology applied to the evaluation that clearly explains how the evaluation was specifically designed to address the evaluation criteria, yield answers to the evaluation questions and achieve evaluation purposes.	
4.1	The report describes the data collection methods and analysis, the rationale for selecting them, and their limitations. Reference indicators and benchmarks are included where relevant.	
4.2	The report describes the data sources, the rationale for their selection, and their limitations. The report includes discussion of how the mix of data sources was used to obtain a diversity of perspectives, ensure data accuracy and overcome data limits.	

⁴ The most commonly applied evaluation criteria are the following: the five [OECD/DAC](#) criteria of relevance, efficiency, effectiveness, impact and sustainability. Each evaluation may have a different focus (not all criteria are addressed in every evaluation). Each agency may wish to add an indicator in this instrument, in order to assess the extent to which each criterion is addressed in the evaluation.

4.3	The report describes the sampling frame – area and population to be represented, rationale for selection, mechanics of selection, numbers selected out of potential subjects, and limitations of the sample.	
4.4	The evaluation report gives a complete description of stakeholder’s consultation process in the evaluation, including the rationale for selecting the particular level and activities for consultation.	
4.5	The methods employed are appropriate for the evaluation and to answer its questions.	
4.6	The methods employed are appropriate for analysing gender and rights issues identified in the evaluation scope.	
4.7	The report presents evidence that adequate measures were taken to ensure data quality, including evidence supporting the reliability and validity of data collection tools (e.g. interview protocols, observation tools, etc.)	
5. Findings		
5.0	Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.	
5.1	Reported findings reflect systematic and appropriate analysis and interpretation of the data.	
5.2	Reported findings address the evaluation criteria (such as efficiency, effectiveness, sustainability, impact and relevance) and questions defined in the evaluation scope.	
5.3	Findings are objectively reported based on the evidence.	
5.4	Gaps and limitations in the data and/or unanticipated findings are reported and discussed.	
5.5	Reasons for accomplishments and failures, especially continuing constraints, were identified as much as possible	
5.6	Overall findings are presented with clarity, logic, and coherence.	
6. Conclusions		
6.0	Conclusions present reasonable judgments based on findings and substantiated by evidence, and provide insights pertinent to the object and purpose of the evaluation.	
6.1	The conclusions reflect reasonable evaluative judgments relating to key evaluation questions.	
6.2	Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.	

6.3	Stated conclusions provide insights into the identification and/or solutions of important problems or issues pertinent to the prospective decisions and actions of evaluation users.	
6.4	Conclusions present strengths and weaknesses of the object (policy, programmes, project's or other intervention) being evaluated, based on the evidence presented and taking due account of the views of a diverse cross-section of stakeholders.	
7. Recommendations		
7.0	Recommendations are relevant to the object and purposes of the evaluation, are supported by evidence and conclusions, and were developed with the involvement of relevant stakeholders.	
7.1	The report describes the process followed in developing the recommendations including consultation with stakeholders.	
7.2	Recommendations are firmly based on evidence and conclusions.	
7.3	Recommendations are relevant to the object and purposes of the evaluation.	
7.4	Recommendations clearly identify the target group for each recommendation.	
7.5	Recommendations are clearly stated with priorities for action made clear.	
7.6	Recommendations are actionable and reflect an understanding of the commissioning organization and potential constraints to follow-up.	
8. Gender and Human Rights		
8.0	The report illustrates the extent to which the design and implementation of the object, the assessment of results and the evaluation process incorporate a gender equality perspective and human rights based approach	
8.1	The report uses gender sensitive and human rights-based language throughout, including data disaggregated by sex, age, disability, etc.	
8.2	The evaluation approach and data collection and analysis methods are gender equality and human rights responsive and appropriate for analyzing the gender equality and human rights issues identified in the scope.	
8.3	The report assesses if the design of the object was based on a sound gender analysis and human rights analysis and implementation for results was monitored through gender and human rights frameworks, as well as the actual results on gender equality and human rights.	
8.4	Reported findings, conclusions, recommendations and lessons provide adequate information on gender equality and human rights aspects.	

Annex H: Roles and Responsibilities

This Annex sets out the key responsibilities of the varying entities in the delivery of the BLF. This is an indicative list and the Supplier must refer and adhere to the Memorandum of Agreement set out between the Authority, the Supplier, and the Fund Manager.

Table 17 below sets out a list of key roles and responsibilities of all relevant parties involved in the BLF. Whilst this is not an exhaustive list, it gives an indication of the type and scope of role each relevant party will play.

Table 17: Key Responsibilities

Responsibility	The Authority	Fund Manager	Lead Delivery Partners	The Supplier
Holding contract/grant	Hold contracts with the Fund Manager and Independent Evaluator.	Hold Grant Agreements with all Lead Delivery Partners as the administrator of the Authority.	Hold contracts/MoUs with its consortium of delivery partners.	Hold contracts with Landscape level evaluators, if necessary.
Procurement	Procures Fund Manager and Independent Evaluator Oversee the Fund Manager's procurement of delivery partners.	Administer the procurement of lead delivery partners, including conducting due diligence on Lead Delivery Partners.	Procure or appoint downstream delivery partners for the consortium including being responsible for due diligence on downstream delivery partners.	Procure relevant Landscape level evaluators, if necessary.
Programming and activities	Set strategic direction of the BLF Landscape Coordinators to provide support to programmes.	Source Delivery Partners for new activities in the Supplementary Activities requirement	Deliver outputs of projects, as per proposals and project plans.	
Programme reporting and risk	Review reporting on programme performance and monitoring against milestones prior to releasing funds.	Verify expenditure claims, review audited accounts, provide quarterly financial forecasts and monitor against yearly accounts	Report progress and challenges to Fund Manager Manage risk throughout the consortium	Manage evaluation related risks and report to the Authority

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		<p>Collate and coordinate quality reporting and provide a risk management function for the programme</p> <p>Administer payments to Lead Delivery Partners on the Authority's approval</p> <p>Provide on-going financial tracking including verification through spot audits; ensure compliance with grant agreement terms and conditions</p>		
Relationship management	Liaise directly with Lead Delivery Partners as and when required	Maintain relationships with all Lead Delivery Partners, the Authority and the Independent Evaluator (as set out in the MoA)	Maintain relationships across the consortium and other key stakeholders in the Landscape	Maintain relationships with Lead Delivery Partners and their consortium

Annex I: Programme Scoping Exercise

The Authority contracted a specialist contractor, DAI Global UK Limited, to produce an assessment of the political, economic, social, cultural and environmental factors driving poverty and biodiversity loss in five of the BLF's Landscapes. This analysis has established the theory of change for significant intervention across these drivers, determining which proposed interventions will have the most significant impact when considered against cost, tailoring as necessary according to the inherent barriers and opportunities in each region.

The Programme Scoping Exercise took place between June 2021 – August 2021 and recommends a suite of targeted interventions in each Landscape, which will form the basis of the Authority's Landscape level business cases. These will, in turn, inform the Landscape Specifications for the delivery partner competitions.

DAI Global UK Limited set out a theory of change for each of the proposed interventions that would contribute significantly to the following:

- i. The reduction of poverty in ways that protect and enhance the environment;
- ii. The development of economic opportunities that protect and enhance the environment;
- iii. The halting and reversing of biodiversity loss; and
- iv. A reduction in greenhouse gas emissions through protection of natural carbon sinks.

The Programme Scoping Exercise scoping exercise identified certain issues in each Landscape that require monitoring throughout the programme lifecycle, for example developments in the timber sector, or progress made by governments on recognising indigenous land rights. It is the responsibility of the In-Country Staff member in each Landscape to maintain watching briefs on these issues.

Annex J: Evidence Sources

J 1. Evidence & Data Availability

The Authority's acknowledges the limited evidence of how best to tackle biodiversity loss and reduce poverty together and that impact can vary hugely from context to context. The Supplier is required to work with the Fund Manager and the LDPs to assess in real time, through effective monitoring and evaluation, to find the right approach to tackling biodiversity and poverty and adapt programming to addressing these context specific evidence gaps.

Many of the assumptions in the Authority's programme level ToC, as set out in **Annex A : Programme Level ToC and Assumptions**, are not supported by a strong body of evidence. As defined in the ToR, the Supplier's scope, includes testing these assumptions throughout the contract to ensure the ToC holds or is updated where necessary. The programme will be adaptive, testing innovative solutions and learning quickly to support the effective implementation of sustainable livelihoods for local communities.

The programme level ToC and logframe, contained within **Annex A: Programme Level ToC and Assumptions** and **Annex B: Programme Level Logical Framework (Logframe)**, provides an outline of the expected activities, outcomes and impact of the programme but specific information pertaining to the Landscapes will be included in the Landscape-level ToC and logframes. Detailed analysis including a Programme Scoping Exercise was carried out by the Authority's specialist contractor and a summary is set out in **Annex I: Programme Scoping Exercise**. In-Country Staff will continue to keep track of the more generic political and economic information within each Landscape over the life of the BLF.

The Supplier will further identify gaps and fully explore these through to Landscape level.

J 2. Landscape Selection

The Landscape shortlist was an initial step to identify the most appropriate locations for the programme's objectives and aims. The process for identifying these areas relied on collating data on biodiversity and poverty and aligning these with geographic orientation.

The shortlist of potential Landscapes were subjected to Multi-Criteria Analysis ("**MCA**") and scored against three weighted criteria: strategic fit (including the OECD Development Status and the in-country political appetite), deliverability/risk and the evidence on nature, climate and poverty.

The **Nature** evidence comprised of threatened species and geographically restricted species using data collected by using the Integrated Biodiversity Assessment Tool ("**IBAT**") to find Key Biodiversity Area's ("**KBA**") within the area and the KBA criteria that they satisfy. This was combined with a composite indicator based on a literature review on biodiversity within each area using data, reports and research papers.

The **Climate** evidence focussed on the areas vulnerability to climate change collected from the Notre Dame global adaptation initiative that measured the extent to which sites have a higher exposure and sensitivity to the negative effects of climate change, and less capacity to adapt.

The **Poverty** reduction evidence used the 2019 United Nations Development Programme's ("UNDP") multidimensional poverty index data (which quantifies deprivation across ten indicators including health, education and standard of living) combined with the World Bank's Extreme Poverty Reduction index (which quantifies areas that have extreme poverty, and based on the World Bank's 2020 forecast poverty headcount the greater potential for extreme poverty reduction).

J 3. Additional Sources of Evidence

Two K4D rapid literature reviews were produced focused on "Biodiversity conservation and restoration and poverty reduction" and "thinking and working politically on transboundary issues" both literature reviews can be found in **Annex U: K4D Report on Biodiversity Conservation and Restoration and Poverty Reduction** and **Annex V: K4D Report on Thinking and Working Politically on Transboundary Issues** respectively

Other key documents which will assisted in defining the ToC and logframes with each Landscape are shown below. The following documents will be made available to the Supplier upon request once the Contract is awarded:

- i. Programme Scoping Exercise;
- ii. Andes/Amazon Business case;
- iii. Lower Mekong Business case;
- iv. KAZA Business case;
- v. Western Congo Basin Business case;
- vi. Mesoamerica Business case;
- vii. Madagascar Business case (complete); and
- viii. Programme level Business Case (complete).

Annex K: Details of Key Deliverables

K 1. The Inception Reports

The Inception Reports must contain each element specified in the following sub-sections:

- A. Context, Purpose and Clarity;
- B. Evaluation Design and Framework;
- C. Methods & Data;
- D. Ethics and Safeguarding;
- E. Workplan(s) and Outputs;
- F. Management;
- G. Baseline Report (one per Landscape and at the programme level);
- H. Methodology;
- I. Ethics and Safeguarding; and
- J. Results / Outputs.

Annex K Section K1 Sub-Section A: Context, Purpose and Clarity

- i. Roles and responsibilities;
- ii. The purpose and objectives of the evaluation;
- iii. Accountability and learning considered and rationale of evaluation;
- iv. How the findings of the evaluation products will be utilised;
- v. Defines the target audience, including analysis on the current barriers to the target beneficiaries within Landscapes that shows how the evaluation approach will utilise equity-focused and gender sensitive evaluation approaches and methodologies
- vi. Refined scope of work;
- vii. Key linkages between the intervention and other relevant projects / programmes / donors. If no linkages are identified, the report justifies why other projects / programmes / donors will not be relevant to the evaluation; and
- viii. The inception process is explained and how stakeholders were identified and engaged in the inception phase.

Annex K Section K1 Sub-Section B: Evaluation Design and Framework

- i. Evaluation design is articulated and justified;
- ii. Development process for refining the ToC and logframe;
- iii. Evaluation questions and sub-questions are finalised and refined;
- iv. Include proposals for feasible, robust and appropriate approaches for, synthesis, evaluation and identification of where there are primary data gaps and needs for data collection;
- v. Development of a framework and standardisation of monitoring across all Landscapes to allow for effective evaluation across the BLF;
- vi. Addresses how the monitoring and evaluation data will address cross cutting issues identified in the ToR;
- vii. Approach to triangulate data / offer multiple lines of inquiry;
- viii. Any departures from the bid put forward by the Supplier are adequately explained, justified approved by the Authority; and

- ix. Finalised approach, (agreed with the Fund Manager FM, to producing developmental evaluative evidence for each Landscape. Details on what the evaluative objectives and scope should be made clear, the costs of such, and timeframes for expected outputs and end of evaluation.

Annex K Section K1 Sub-Section C: Methods & Data

- i. Provide a detailed methodology indicating what data will be collected, by whom, how frequently and for what purpose. The Supplier must make use of a range of methods (for example, quantitative, qualitative, participatory etc.) to enhance the reliability of findings, avoid data gaps during analysis and reporting, and ensure triangulation of information through a variety of means to address the evaluation questions;
- ii. Detail on the sampling strategy and sampling sizes;
- iii. Details on proposed analysis and development of indicators where applicable;
- iv. Plan for stakeholder engagement;
- v. Data collection methods are explained and justified; and
- vi. Limitations are acknowledged and the impact explained.

Annex K Section K1 Sub-Section D: Ethics and Safeguarding

- i. The Supplier must provide a description of the risks considered by the Supplier including mitigations and remaining level of residual risk regarding human rights, gender, age, ethnicity, disability, caste, religion, geographic location, ability, socio-economic status, hard to reach groups and risks of a similar and related nature.
- ii. The method for to international best practice and standards of ethical conduct in evaluation in sufficient detail, and draws on relevant aspects of **Annex L: Duty of Care**, **Annex M: Ethical Principles for Research and Evaluation** and **Annex Q: DAC Guidelines and Reference Series Quality Standards for Development Evaluation**;
- iii. Detail on the process for Ethical approval;
- iv. The Suppliers approach to Quality Assurance, managing data integrity, privacy, confidentiality, and consent;
- v. Risks and issues are identified, and mitigation strategies are indicated; and

Annex K Section K1 Sub-Section E: Workplan(s) and Outputs

- i. Detailed workplan (including timeline(s) and team inputs;
- ii. Finalise the process and approach for finalising the objectives, methodologies, and outputs for Developmental Evaluation products. This may be indicative dependent upon the engagement with the LDPs and the Fund Manager at the time of submission;
- iii. Stakeholder mapping and engagement plan. To inform details of the evaluation design, building on the Programme Scoping Exercise report for each Landscape. The Supplier is responsible for leading discussions with the primary stakeholders and beneficiaries to understand their needs, expectations and aspirations for the evaluation. Stakeholder mapping and engagement must inform the Suppliers assessment of the feasibility and merit of different evaluation studies and approaches; and
- iv. A communications plan that identifies:
 - a. Key audiences
 - b. Key dissemination products
 - c. Timeframes needed for decisions and type of information required This will include where applicable the publishing (i.e. into the public domain for example in a peer reviewed journal) of key evidence,
 - d. Research and development activities

- e. Tailored products (such as workshops, web-based activities, accessible and engaging reports, practical guidance etc.) to key stakeholders.

Annex K Section K1 Sub-Section F: Management

- i. Clearly described roles and responsibilities regarding the MEL framework for all parties involved in the BLF i.e. including responsibilities of the Authority, the Supplier, the Fund Manager and Lead Delivery Partners.
- ii. Identification and where applicable plan how the evaluation activities will be in coherence with relevant policies, monitoring frameworks, and previous evaluation reports of other donors;
- iii. Conflicts of Interests related to the evaluation team are disclosed and mitigation strategies explained; and
- iv. A risk / issues register.

Annex K Section K1 Sub-Section G: Baseline Report (one per Landscape and at the programme level)

- i. Detail on the Landscapes anticipated impact, outcomes and outputs, target groups, timescale, geographical coverage, and the extent to which the intervention aimed to address issues of equity, poverty and exclusion;
- ii. Contextual factors, influencing baseline design and sampling;
- iii. Timelines and forward look for data collection;
- iv. Detail on the approach and processes for how the Supplier supported LDPs and Fund Manager to establish a baseline. Including how the Supplier collected the right data to allow for effective evaluation at both a Landscape and programme level;
- v. Detail on the processes, communications, responsibilities and approach of the monitoring approach, including results verification, activity verification, asset spot checks, financial compliance;
- vi. Detail on the process, methodologies for Landscape data aggregation; and
- vii. Finalised approach and process for reporting on the finalised programme indicators.

Annex K Section K1 Sub-Section H: Methodology

- i. Description of methodologies, sources of data, sampling and stratifying strategy, accuracy and robustness of data;
- ii. Departures from original logframes (programme and Landscape) is justified;
- iii. Explanation of data availability, stability and projection for future follow up data collection and/or the associated risk/s if data is not available;
- iv. The assumptions explained and bias addressed in the Supplier's Methodology;
- v. Explanation of the field testing, translation, cognitive testing and other techniques to analyse questionnaires. Including an explanation, with the Suppliers mitigations, of any issues encountered in the administration or analysis of questionnaires;
- vi. Supervisory arrangements around the interviewing / data collection;
- vii. Identification and mitigation of any risks associated with data integrity ;
- viii. Explanation of post-data collection validity checking; and
- ix. Details, if applicable, on the development of indicators.

Annex K Section K1 Sub-Section I: Ethics and Safeguarding

- i. The Supplier must indicate how the Supplier has:

- a. Considered stakeholder data protection and access to personal data. The practical arrangements and safeguarding considerations around collecting information from vulnerable individuals or groups were adequately considered and not expected to affect the data quality and the welfare, security and well-being of these groups.
- b. Ensured all data collection instruments, including secondary data, include a consideration of the ethical aspects associated with them and if required how ethical issues have been addressed.
- c. Anticipated risks and challenges, and mitigation strategies, both contextual and methodological, also any unanticipated issues

Annex K Section K1 Sub-Section J: Results / Outputs

- i. Summary of the evidence base to support the ToC and logframes and indication of the how the Supplier will address any data / evidence gaps;
- ii. A finalised timeline for data monitoring for LDPs for each Landscape;
- iii. Finalised Programme level ToC;
- iv. Finalised Programme level logframe;
- v. Finalised ToC for each Landscape;
- vi. Finalised logframes for each Landscape;
- vii. Essential baseline data is summarised and presented;
- viii. Relevant subsets of data are explored and robustness of such estimates assessed;
- ix. Clear logical case for any conclusions including implications for the programme development ;
- x. Any unusual results are described, including any mitigations; and
- xi. Indication of how the baseline data will be used and dissemination activities proposed.

K 2. Mid-term Evaluation (at the Landscape and programme level)

The mid-term evaluation must:

- i. Examine the programme against the core evaluation questions;
- ii. Test the ToC assumptions;
- iii. Present key research outputs;
- iv. Conduct and present a light-touch VfM assessment against criteria as agreed to in the inception phase;
- v. Review the MEL framework and internal management and governance processes (for example operational efficiency);
- vi. Test whether risks and assumptions inherent in the programme approach are valid. Including an assessment of whether any risk requires modification, and/or whether any mitigating actions should be undertaken;
- vii. Make recommendations for adaptive management for consideration by the Authority; and
- viii. Provide an overview of the key learning outputs and impacts of the programme so far and identify where evidence is still lacking.

K 3. Final Evaluation (at the Landscape and programme level)

The final evaluation must:

- i. Examine the programme against the core evaluation questions;
- ii. Present whether the ToC assumptions held up and what changed throughout the programme;

- iii. Present key research findings and learning points of the programme and identify where evidence is still lacking;
- iv. What did / didn't work and why;
- v. What are the opportunities for further delivery of the programme. For example an extension of funding; and
- vi. Post stakeholder engagement and wrap up.

K 4. Progress Reports

The Supplier will report directly to the Authority through progress reports submitted on an annual basis. Annual progress reports must include the following:

- i. A progress update on the programme level ToC, logframe milestones and KPIs referenced in the ToC and logframe to ensure accountability of programme level progress;
- ii. Highlight any issues regarding Landscape data aggregation or additional primary/secondary data collection to the Authority; and
- iii. If and where applicable, report verified ICF KPI results for that year.

K 5. Contract review Reports

The Supplier will prepare a contract review report every six months. The contract review report must:

- i. Update and progress on the workplan;
- ii. Update on the Contract KPIs including an assessment if KPIs have been met by Supplier;
- iii. If required, any proposed improvement plans due to missed KPIs;
- iv. Financial forecasts and evidenced spend;
- v. Review of risk register and any arising issues; and
- vi. Update on the communications plan.

K 6. Developmental Evaluation Products

The Supplier will produce minimum of one Developmental Evaluation product per Landscape per year, however the scope and timeframe may run over multiple years depending upon the needs of the programme as determined by the Supplier.

The Developmental Evaluation approach shall be approved by the Authority and finalised during the inception phase. The MoA, set out **Annex T: MoA**, sets out this requirement in further detail.

Annex L: Duty of Care

The Supplier is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property.

The Supplier is responsible for ensuring appropriate safety and security briefings for all their personnel working under this contract and ensuring that their Personnel register and receive briefing as outlined above. Travel advice is also available on the FCDO website and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

This Contract may require the Supplier to operate in conflict-affected areas and parts of it are highly insecure. Travel to many zones within the region will be subject to travel clearance from the UK government in advance. The security situation is volatile and subject to change at short notice. The Supplier must be comfortable working in such an environment and should be capable of deploying to any area required within the region in order to deliver the Contract (subject to travel clearance being granted).

The Supplier is responsible for ensuring that appropriate arrangements, processes and procedures are in place for their personnel, taking into account the environment they will be working in and the level of risk involved in delivery of the Contract (such as working in seismically active, dangerous, fragile and conflict-affected environments). The Supplier must ensure their personnel receive the required level of training and, if appropriate, complete a UK government approved hostile environment training course in safety in the field training prior to deployment.

The supplier will provide a full Duty of Care assessment for each potential country/area of work where in-country groundwork is expected to be necessary. If the programme activities take place in medium or high-risk locations, the Authority will share available information with the Supplier on security status and developments in-country where appropriate.

The Supplier understands that the Supplier is fully responsible for Duty of Care in line with the details provided above. The Supplier:

- i. Is fully responsible for Security and Duty of Care at all times;
- ii. Understands the potential risks and possess the knowledge, experience and ability to develop an effective risk plan; and
- iii. Holds the capability to manage their Duty of Care responsibilities throughout the life of the Contract.

For the avoidance of doubt, the Authority does not accept any liability with regards to Duty of Care. The Supplier is responsible at all times for their Duty of Care obligations

Annex M: Ethical Principles for Research and Evaluation

Any research and evaluation funded by the Authority must adhere to the highest standards of integrity. To facilitate this HMG has drawn up the following Principles regarding ethical practice in research and evaluation. All research and evaluation conducted or funded by the Authority (wholly or partially) must uphold these Principles.

HMG's Principles for ethical research and evaluation are as follows:

- i. Researchers and evaluators (i.e. the Supplier) are responsible for identifying the need for and securing any necessary ethics approval for the study they are undertaking. This may be from national or local ethics committees in countries in which the study will be undertaken, or other stakeholder institutions with formal ethics approval systems.
- ii. Research and evaluation must be relevant and high quality with clear developmental and practical value. It must be undertaken to a sufficiently high standard that the findings can be reliably used for their intended purpose. Research should only be undertaken where there is a clear gap in knowledge. Evaluations might also be undertaken to learn lessons to improve future impact, or in order to meet the Authority's requirements for accountability.
- iii. Researchers and evaluators should avoid harm to participants in studies. They must ensure that the basic human rights of individuals and groups with whom they interact are protected. This is particularly important with regard to vulnerable people. The wellbeing of researchers/ evaluators working in the field should also be considered and harm minimised.
- iv. Participation in research and evaluation must be voluntary and free from external pressure. Information should not be withheld from prospective participants that might affect their willingness to participate. All participants must have a right to withdraw from research/ evaluation and withdraw any data concerning them at any point without fear of penalty.
- v. Researchers and evaluators should ensure confidentiality of information, privacy and anonymity of study participants. Researchers and evaluators must communicate clearly to prospective participants any limits to confidentiality. In cases where unexpected evidence of serious wrong-doing is uncovered (e.g. corruption or abuse) there may be a need to consider whether the normal commitment to confidentiality might be outweighed by the ethical need to prevent harm to vulnerable people.
- vi. Researchers and evaluators must operate in accordance with international human rights conventions and covenants to which the United Kingdom is a signatory, regardless of local country standards. Researchers and evaluators must also take account of local and national laws.
- vii. The Authority funded research and evaluation must respect cultural sensitivities. This means researchers and evaluators need to take account of differences in culture, local behaviour and norms, religious beliefs and

practices, sexual orientation, gender roles, disability, age and ethnicity and other social differences such as class when planning studies and communicating findings. The Authority will avoid imposing a burden of over-researching particular groups.

- viii. The Authority is committed to publication and communication of all evaluations and research studies. Full methodological details and information on who has undertaken a study should be given and messages transmitted should fully and fairly reflect the findings. Where possible, and respecting confidentiality requirements, primary data should be made public to allow secondary analyses.
- ix. Research and evaluation must be independent of those implementing an intervention or programme under study. Independence is very important for research and evaluation. Involvement of stakeholders may be desirable so long as the objectivity of a study is not compromised and the Authority is transparent about the roles played. Any potential conflicts of interest that might jeopardise the integrity of the methodology or the outputs of research / evaluation must be disclosed. If researchers / evaluators or other stakeholders feel that undue pressure is being put on them by the Authority's officials, such that their independence has been breached, this must be reported to the Defra's Lead for the Strategic Evaluation Team, who will take appropriate action
- x. All research / evaluation funded by the Authority must have particular emphasis on ensuring participation from women and socially excluded groups. Consideration must be given to how barriers to participation can be removed.

Annex N: Evaluation Steering Group ToR

Biodiverse Landscapes Fund Evaluation Steering Group (“ESG”): Terms of Reference (“ToR”)

N 1. Introduction

The Biodiverse Landscapes Fund (“**BLF**”) is an ambitious programme that will deliver conservation, poverty reduction and climate outcomes across six biologically diverse Landscapes worldwide, five of which are transboundary. The BLF will operate over a nine-year period (FY 2021/22 to 2029/30), with a total budget of £100 million funded from UK Official Development Assistance (“**ODA**”).

The BLF has both programme-level strategic objectives as well as context-defined Landscape-level objectives, which will be reflected in the structure of the Independent Evaluator Contract. The Independent Evaluator Contract will start from May 2022 and be complete by December 2029.

The evaluation must be undertaken at a Landscape level (context specific) and at a programme level. The evaluation will assess:

- i. Impact - to assess outcomes and impact against the programme level and Landscape level ToC and logframes. This will include testing the ToC assumptions and verifying the quality and quantity of evidence to enable adaptive management and to assess the extent to which the outcome can be attributed to the intervention;
- ii. Development - the evaluation products will provide the basis for strategic programming decisions and assess what has and hasn’t worked, and to adapt the programme accordingly. The Independent Evaluator will also feed into the learning cycles, working closely with the Fund Manager; and
- iii. Value-for-Money – lighter-touch look at the costs and benefits of the intervention and assess whether it is the best use of resources that delivers most value to beneficiaries.

The IE will be responsible for delivering the following products and deliverables:

- i. Inception activities including baseline development and reports for Landscape and programme levels (totalling seven products);
- ii. Mid-point and End-point evaluation products at programme and Landscape level (totalling 14 products);
- iii. Use a Developmental Evaluation approach to deliver evidence for informed adaptive management (annual basis); and
- iv. Contribute to the learning cycles and adaptive recommendations of the BLF.

The ESG will provide expert advice for the development and submission of these products which shall be used to develop and adapt the Fund at both the Landscape and programme levels.

N 2. Objectives of the Evaluation Steering Group

The main objectives of the ESG are to:

- i. Facilitate and support an independent, transparent, and robust evaluation of the BLF;
- ii. Review and feedback of products / deliverables; and
- iii. Advise upon the relationship between the data and programmatic changes and objectives.

The Independent Evaluator will be required to liaise frequently with the EGS to:

- i. Ensure deliverables are best able to shape programme delivery and plug evidence gaps;
- ii. Provide sector specific advice and recommendations;
- iii. Provide guidance in refining the scope and shape of the key deliverables; and
- iv. Align with HMG evidence priorities, including building on Defra's nature portfolio and cross cutting themes (climate change, poverty alleviation and biodiversity protection and restoration) within FCDO and the Department for Business, Energy and Industrial Strategy ("BEIS").

N 3. Remit of the group

The core aims are:

- i. Contract management:
 - a. Ensure deliverables are in line with contractual requirements.
 - b. Escalate any concerns to the BLF Programme Board as required.
- ii. Developmental Evaluation:
 - a. Advise upon the approach, scope and dissemination of Developmental Evaluation products.
 - b. Review and approve Developmental Evaluation products.
- iii. Core evaluation:
 - a. Review and approve the inception report (including full consideration of the methodologies, processes and activities to be conducted, work plans and timeframes).
 - b. Review and approve the mid-term and final evaluation reports.
 - c. Inform and disseminate learning and recommendations between Defra and other HMG departments as deemed appropriate .
 - d. Ensure that the deliverables will be of benefit to the end-users and relevant stakeholders.
 - e. Develop, improve and promote MEL best practice across Defra's international programming portfolio for the protection of nature, promoting climate resilience and poverty alleviation.

N 4. Accountability

The ESG acts in both an advisory and approval capacity as identified in the Evaluation Steering Group ToR. The ESG is accountable to the BLF Programme Board. The chair of the ESG will represent the ESG at the Programme Board meetings.

N 5. Timelines

This Terms of Reference is effective from **[insert date when known]** and will be ongoing until the Final Evaluation is completed (with the final evaluation output being agreed on) or by agreement between the parties. The final evaluation is expected to be delivered by December 2029.

N 6. Meetings

EGS will meet bi-annually (i.e. every 6 months) to:

- i. Advise on the Developmental Evaluation products scope and methodologies. The scope of the developmental products will be developed by the IE in discussion with the FM. We expect there to be at a minimum of one developmental product per year to help inform adaptive programming decisions;
- ii. Be kept up to date by the IE on progress of the programme level logframe milestones, indicator development and performance, methodologies, key findings and risks;
- iii. Discuss any issues including Landscape data aggregation and/or primary/secondary data collection and methodologies; and
- iv. To provide advice to the IE in formulating proposed adaptive changes regarding evaluation activities and programming that will be discussed with the FM/LDPs and put forward to the Programme Board.

The EGS will meet more regularly during periods of increased activity as indicated below, related to the key deliverables *i.e.* the inception report, the mid-term and the final evaluation.

Phase 1: Inception

April 2022 – April 2023

Phase 2: Mid-Term

March – October 2025 (subject to change)

Phase 3: Final

May - December 2029 (subject to change)

During these phases the ESG will review and advise on the Suppliers draft products. The ESG will review and advise on draft products in the following manner:

- i. At least four weeks prior to each ESG meeting, the Supplier will submit draft products to ESG members for review; then
- ii. At the ESG meeting the Supplier will present the draft products ; then
- iii. The ESG will advise on draft products and provide proposed edits and feedback to the Supplier.

Specific items to be discussed in each of the phases are detailed below:

Table 18: Specific Items to be Discussed in Each Phase

Phase	Estimated Number of Meetings	Additional items to be covered
1 (inception)	4-5	<ul style="list-style-type: none"> i. Steering group ToR approval; ii. Feedback on the IE proposed scope, key questions and activities; and iii. Feedback on the IE proposed MEL framework and methodologies.
2 (mid-term)	3-4	<ul style="list-style-type: none"> i. Feedback and propose changes to the IE scope, questions, methods with reflection from the learning cycles, events and wider evidence.
3 (final)	3-4	<ul style="list-style-type: none"> i. IE to present of the final evaluation; and ii. Propose key lessons learnt and opportunities to improve on MEL best practice

N 7. Members

The core membership of the ESG is set out in Table 19 below. To reach quorum a representative of the Supplier and the Authority's co-chair and Authority lead must be present.

Table 19: core membership of the ESG

Position	Responsibility	Role	Remit
Supplier	Independent Evaluator	Co-Chair and Independent Evaluator lead	The Independent Evaluator will prepare key documents and set the meeting agenda and co-chair. May bring in Independent Evaluator consortia members if and when required
Funding body – direct line to Programme Board	The Authority	Co-chair and Authority lead	The Authority's lead official, to co-ordinate and co-chair meetings and follow up action plans
Advisory - direct line to Programme Board and FM	The Authority	Programme lead	Provide BLF management and wider Defra programming knowledge, QA and approval of documents
Advisory	The Authority	Scientist	Provide cross HMG international scientific evidence and represent the needs for the Authority's nature portfolio and evidence
Advisory	The Authority	Economist	Provide economic and methodological QA. Review VfM analysis and knowledge from the ICF portfolio, 30x30 and other programmes of the Authority.
Advisory	The Authority	Social researcher	Provide social research expertise. QA methodologies and provide input

			regarding wider international ICF and Nature based Solutions knowledge
Advisory	FCDO	MEL expert	Provide HMG MEL expertise and, FCDO knowledge and programme management
Advisory	FCDO	Poverty expert	Provide poverty and sustainable development expertise. Continue to represent the latest in poverty related evidence, methods and other HMG programming lessons learnt
Advisory	To Be Confirmed, <i>The Authority or BEIS</i>	ICF programmes	Provide programme management experience related to ICF and BEIS knowledge

Invited members shall be required to provide input into meetings that require their expertise and position, as shown below. These meetings will be within the three phases to help shape the deliverables:

Table 20 : Invited Members of the ESG

Position	Responsibility	Role	Remit
Advisory – Invited if contract / commercial changes / issues need to be discussed	The Authority	Commercial	Ensure contract changes are addressed, approved and appropriate
Advisory – Invited if specific LDP requirements need to be discussed	The Fund Manager	BLF FM	Landscape representation and to ensure products are useful for the LDPs and relevant stakeholders. The Fund Manager will liaise to / from LDPs as and when relevant. To provide information on the learning cycles / events and adaptive proposals (if required)
Advisory – Invited to ensure methods and scope of deliverables are most beneficial to the wider community.	To Be Confirmed, <i>assumed academic institution</i>	Senior Academic	To provide impartial advice and latest scientific research to further MEL best practice and the BLF evaluation products for the greater benefit of the biological conservation and development communities
Advisory - Invited to ensure methods and scope of deliverables	<i>To Be Confirmed, assumed an Non-Governmental Originations</i>	NGO	Provide impartial advice and QA to the development of methodologies. To ensure that the deliverables and

are most beneficial to the wider community.	<i>("NGO") or Civil Society Organisation</i>		dissemination of products will be of benefit to the end-users, relevant stakeholders, biological conservation, and development communities.
---------------------------------------------	----------------------------------------------	--	---------------------------------------------------------------------------------------------------------------------------------------------

N 8. Confidentiality

To provide input and expertise to the programme, the ESG will need, and be given access to, Confidential Information. The ESG understands that the loss or inadvertent disclosure of confidential information might harm the interests of the person to whom it belongs and/or the BLF programme as a whole and HMG.

When reviewing materials, the ESG members are to assume that all materials are confidential unless specifically identified as being in the public domain, or the holder of that information has given express permission otherwise.

Each member of the ESG agrees not to disclose confidential information to any person outside of the group unless:

- i. the person to whom the information belongs advises the ESG that r confidential requirements do not apply;
- ii. The information has previously become public knowledge (without any fault of any member);
- iii. A member is legally required to disclose the information; or
- iv. The person to whom the information belongs agrees, in writing, that the information can be shared with another named person or organisation.

Each member of ESG must sign a Non-Disclosure Agreement ("**NDA**") to ensure confidentiality.

N 9. Conflicts of Interest

ESG members each agree to uphold the highest values of ethical behaviour and to declare any potential or perceived conflict of interest to Chairman of the ESG at the earliest opportunity to do so.

Members associated with related HMG programmes must declare this to Chairman of the ESG at the earliest opportunity to do so.

In the course of managing a conflict of interest the Chairman of the ESG may inform the group of any potential or perceived conflict of interest.

Annex O: Risk Management

O 1. Overview

Risk and issue management is important to ensure that the BLF delivers as expected and is maximising value for money. The Authority does not seek to avoid the existence of risk across its portfolio. However, risk must be managed effectively and in line with best practice, and that the negative impact of issues is minimised as and when they arise.

Good risk and issue management is an important tool for the Supplier to communicate the importance and changing nature of their programmes to the Authority.

The distinction between risks and issues, and the different methods for managing both, is described below.

Risk: an event (which can be an opportunity or threat) that hasn't yet happened but, if it did, it would have an effect (positive or negative) on the achievement of objectives.

Issue: an event that has happened and requires management action to either minimise negative consequences or maximise positive ones – it could be a risk that has now occurred, a problem, concern or query.

O 2. Risk Management

Risk management refers to all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress of those activities.

. The principles of risk management are to:

- Think logically
- Identify the key risks
- Identify what to do about each risk
- Decide who is responsible for actions
- Record the risk and changes in risk
- Monitor and learn

Logging and Reporting risks & issues

The Supplier will maintain a risk register covering each risk type described in Table 21 below. The Supplier must also provide a summary every six months to the Contract Manager.,

Reporting and Escalating risks & issues within the Authority

Risks will be prioritised according to their severity and will be escalated through the BLF's management structures through the Authority's management chain where one of the following criteria applies:

- a. The risks worsen and enter the 'Severe' or 'Major' categories;
- b. The residual risks remain Severe or Major even after the mitigating actions are undertaken;

- c. The residual risks fall outside the Authority's risk appetites; and
- d. Adequate mitigating actions are beyond the scope of the risk managers to implement.

Risk description

The Supplier will develop and maintain a risk register ensuring risks are described appropriately, each risk must be clearly described for immediate understanding. The risk register must describe the cause of the risk, the risk event itself, the potential impact, the way it has been managed and any residual risk remaining after management.

Risk Type

The Authority divides risks into the following categories, to help stakeholders understand the type of impact the risks may have on the programme:

Table 21: Risk categories and descriptions

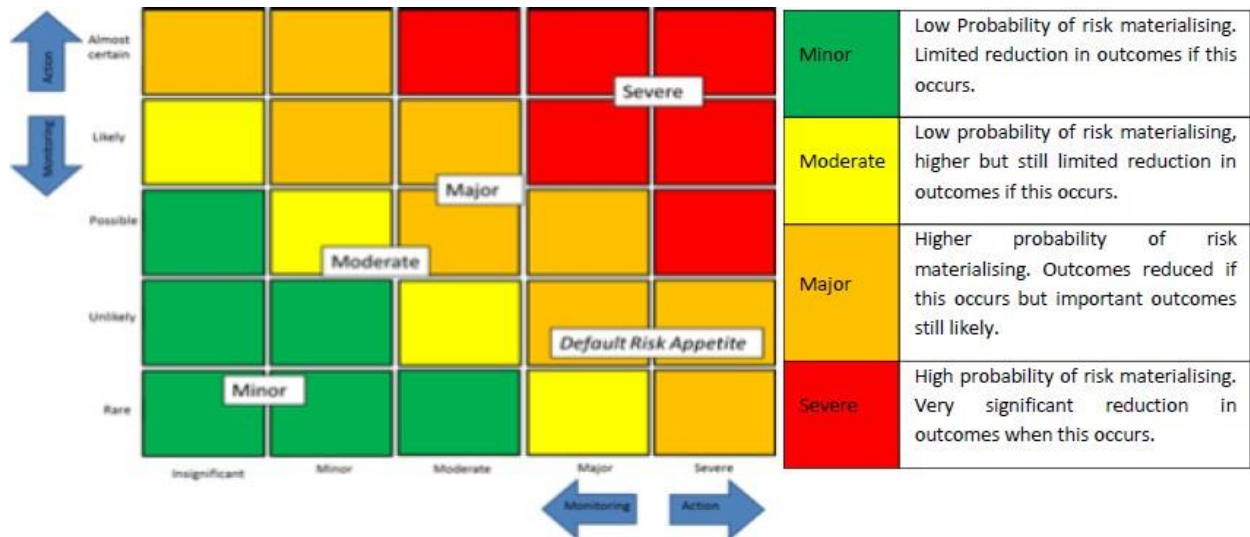
Risk type	Description
Context	The operating context can affect the implementation of the contract. Risks to consider include political developments the economic situation and other environment factors.
Delivery	Risks relate to deliver of the scope of work including those associated with the consortia / sub-contractors and its supply chain, to beneficiaries..
Safeguarding	An important aspect is to avoid doing harm. Risks to consider can include those potentially impacting on social inclusion.
Operational	These relate to the Supplier's capacity and capability to manage the contract effectively.
Fiduciary	The risk that funds are not used for the intended purposes; do not achieve value for money; and/or are not properly accounted for.
Reputational	Where action or inaction could be perceived by stakeholders to be inappropriate, unethical or inconsistent with the Authority's values and beliefs causing the potential for negative publicity or public perception and adverse impacts on Authority's reputation.

Risk Ratings

Risk ratings are useful to programme managers as a relative, rather than absolute indicator, by helping to identify the most critical risks to success so that management effort can be prioritised.

For each risk the impact of the risk and its probability should be estimated.

Diagram 2: Risk ratings and definitions



Risk Control

Risk control refers to the way in which the risk is being managed. They must summarise the type of mitigating measures outlined in the risk register. There can be multiple risk controls in place to manage one risk.

Table 22: Risk mitigation methods / Risk controls

Risk mitigation actions	Description
Treat	Take action to reduce the risk, and bring it within risk appetite
Transfer	Make arrangements to transfer the risk to a third party, for example by insuring against a certain impact / issue. This tends to be cost effective only for high impact, low likelihood risks. In contracting or other financial agreements, we transfer some risk for example of funds being diverted, to those we engage
Tolerate	This is a conscious decision not to take any further mitigating action and accept the risk. It may be because the risk is very close to the risk appetite, because there is no effective action we can take, or there are greater downsides to taking mitigating action
Terminate	End the activity or programme altogether. This is relevant when a risk is assessed as too high and there is no cost-effective mitigation
Take More Risk	For risks that fall well within risk appetite, consider whether the programme is having enough impact or value

Mitigating measures

The primary objective of a risk register should be to identify how to make sure that risks identified are managed appropriately. This can be done through meaningful mitigating actions. The mitigating action must be SMART: specific, measurable, achievable, realistic and timed.

O 3. Issue Management

An issue is an event, situation, activity or problem that has occurred and requires action from management to either maximise positive consequences or minimise negatives ones. These consequences can have an impact on project, programme, and/or business objectives.

Issues refer to something that has already happened, whereas a risk foresees an event that may or may not occur. An issue may have previously been a risk, or it may not have been anticipated.

Issues are catalogued separately to risks throughout the management of the programme. Issues are catalogued in the issues register, along with actions taken in response as agreed with key stakeholders. Issue registers must be submitted alongside risk registers.

The Supplier is responsible for the devolvement and maintenance of their own issues register.

Issue Ratings

Issues ratings are based on the severity and priority ratings. Diagram 3 below sets out the issues rating and definitions.

Diagram 3: Issue ratings and definitions

Severity	Priority							
		Very Low	Low	Moderate	High	Very High		
	Very High						Minor	The issue has a minimal impact on objectives, with low urgency.
	High				Severe		Moderate	The issue has a moderate impact on objectives. It requires attention, but it is not yet urgent.
	Moderate			Major			Major	The issue will have a substantial impact on objectives and is considered urgent.
	Low			Moderate			Severe	The issue means that critical objectives will not be achieved and is high priority.
	Very Low	Minor						

Issue Severity

Severity ratings consider what impact the issue will have on project objectives. This is rated on a 5-level scale, outlined below:

Very High: Critical objective(s) will not be achieved. High: Objective(s) will fall below acceptable level.

Moderate: Objective(s) will fall below goals but will meet minimum acceptable levels.

Low: Objective(s) will not meet goals but will exceed minimum acceptable levels.

Very Low: No/little impact on objectives.

Issue Priority

Priority ratings consider how urgent it is to resolve the issue. This is rated on a 5-level scale, outlined below:

Very High: The issue needs to be treated immediately

High: The issue needs to be treated within 1-3 working days Moderate: The issue needs to be treated within 3-5 working days Low: The issue needs to be treated within 5-7 working days

Very Low: The issue needs to be treated with 7-10 working days

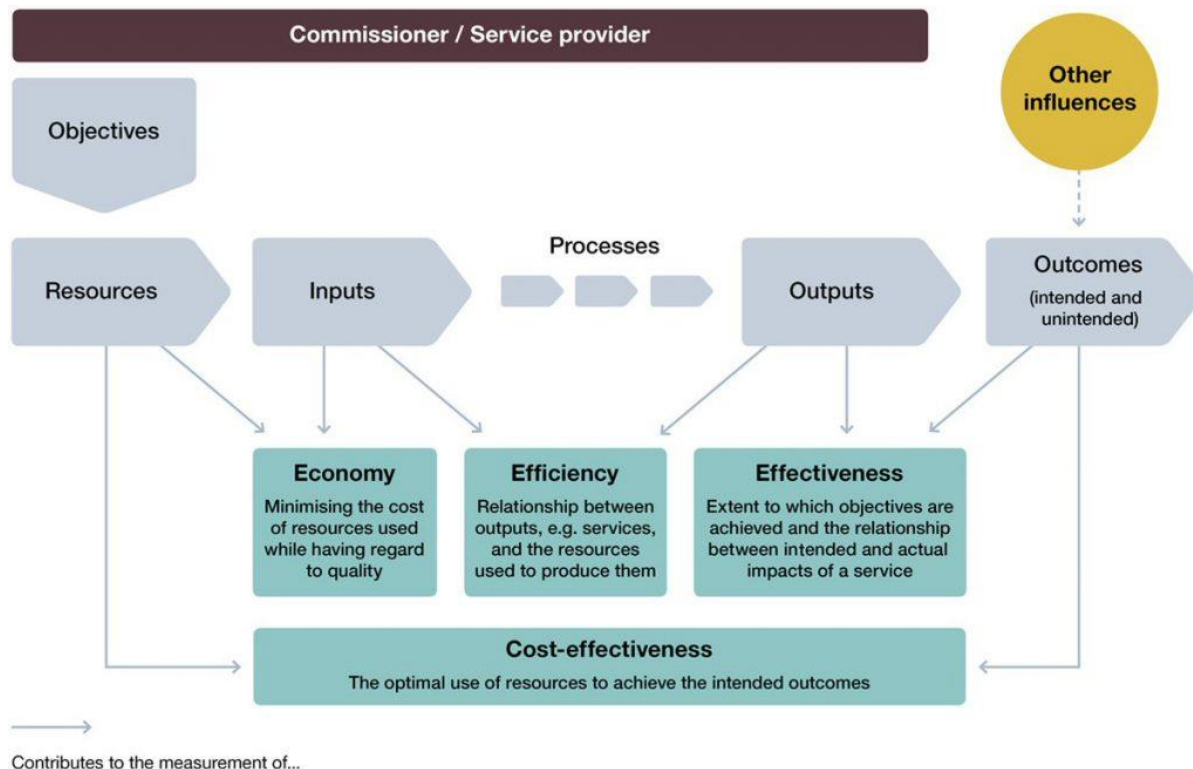
Issue management

Should a risk become an issue, the Supplier must manage the issue and record any decisions taken and inform the Authority via the Contract Manager and the BLFSecretariat@defra.gov.uk mailbox at the earliest opportunity to do so and in any case within 2 (TWO) working days of an issue presenting.

Annex P Assessing Value for Money

The National Audit Office (“**NAO**”) uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes:

- **Economy**: minimising the cost of resources used or required (inputs) – **spending less**;
- **Efficiency**: the relationship between the output from goods or services and the resources to produce them – **spending well**; and
- **Effectiveness**: the relationship between the intended and actual results of public spending (outcomes) – **spending wisely**.



Besides these three ‘E’s, a fourth ‘E’ is applied in some places:

- **Equity**: the extent to which services are available to and reach all people that they are intended to – **spending fairly**. Some people may receive differing levels of service for reasons other than differences in their levels of need.

For example:

- The cost and level of provision of a service is more for one group of people than that for another group of people with similar needs;
- some people cannot reach, see, hear or use a service;
- the service may be unsuitable for some people’s specific needs;
- a service is provided in a language that some people do not speak or terms they do not understand; or
- some people are unaware that the service is available to them.

Practical example: value for money

A local authority sets up a new programme to reduce litter dropping. One of its early steps is to agree with stakeholders a set of outcomes for the programme. The effectiveness of the programme is to be judged on the extent to which it reaches its outcomes in a year.

In this case, the programme achieves 97% of its outcomes and councillors declare they have 'come within a whisker of winning the battle against litter'. The programme was effective.

However, the programme cost more than expected and overspent its budget by 25 per cent. This was because the programme managers allowed costs to over-run in their drive to meet the outcome. The programme was not economical.

The cost over-run prompts a review of the service. This concludes that, outcome for outcome, it was more expensive than similar programmes in neighbouring areas. The programme was not efficient.

If programme objectives had been exceeded sufficiently, the programme may have been cost-effective despite the overspend. However, programme managers could still be criticised for exceeding the budget.

The most disadvantaged parts of the area were also those with the biggest litter problems and these neighbourhoods improved more, from a lower base, than wealthier places. The programme was equitable.

The commissioning process also involves many external stakeholders and people. We consider how third sector organisations ("**TSOs**") may help you involve these under Assessing needs: Engaging with TSOs

Annex Q: DAC Guidelines and Reference Series Quality Standards for Development Evaluation

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DAC Guidelines and Reference Series

Quality Standards for Development Evaluation



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DAC Guidelines and Reference Series

QUALITY STANDARDS FOR DEVELOPMENT EVALUATION



OFFICIAL ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

The OECD is a unique forum where the governments of 30 democracies work together to address the economic, social and environmental challenges of globalisation. The OECD is also at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

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OFFICIAL THE NETWORK ON DEVELOPMENT EVALUATION

The Network on Development Evaluation is a subsidiary body of the Development Assistance Committee (DAC) at the OECD. Its purpose is to increase the effectiveness of international development programmes by supporting robust, informed and independent evaluation. The Network is a unique body, bringing together 32 bilateral donors and multilateral development agencies: Australia, Austria, Belgium, Canada, Denmark, the European Commission, Finland, France, Germany, Greece, Ireland, Italy, Japan, Korea, Luxembourg, the Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, Switzerland, the United Kingdom, the United States, the World Bank, the Asian Development Bank, the African Development Bank, the Inter-American Development Bank, the European Bank for Reconstruction and Development, the United Nations Development Programme, and the International Monetary Fund.

For further information on the work of the DAC Evaluation Network, please visit the website www.oecd.org/dac/evaluationnetwork or email dacevaluation.contact@oecd.org

Also available in French under the title:

Normes de qualité pour l'évaluation du développement

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EVALUATION IN AN EVOLVING DEVELOPMENT CONTEXT

A quality evaluation should provide credible and useful evidence to strengthen accountability for development results or contribute to learning processes, or both. These Standards aim to improve quality and ultimately to reinforce the contribution of evaluation to improving development outcomes.

New aid modalities, consensus on shared development goals and the commitments made in the Paris Declaration on Aid Effectiveness (2005) and the Accra Agenda for Action (2008) are changing the way development partners address global challenges. In this evolving development context, evaluation has an important role in informing policy decisions and helping to hold all development partners mutually accountable for development results. The way development evaluation is carried out must also reflect this new context, becoming more harmonised, better aligned and increasingly country-led, to meet the evaluation needs of all partners.

The DAC Quality Standards for Development Evaluation reflect this evolving framework and provide a guide to good practice in development evaluation. Built through international consensus, the Standards are intended to serve as an incentive and inspiration to improve evaluation practice.

The draft Standards were approved for a three-year test phase in 2006 and have been revised based on experience. A range of development partners have contributed to this process, including donors and partner countries. Initial input was provided during a workshop in New Delhi in 2005. A 2008 survey of the use of the Standards, a 2009 workshop held in Auckland and comments submitted by the members of the DAC Network on Development Evaluation, helped to improve and finalise the text, with support from the Secretariat of the OECD. The Standards were approved by the DAC Network on Development Evaluation on 8 January 2010 and endorsed by the DAC on 1 February 2010.



Nick York

Chair of the OECD DAC Network on Development Evaluation

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Terms used in this document

The term ‘development intervention’ is used in the Standards as a general term for any activity, project, programme, strategy, policy, theme, sector, instrument, modality, institutional performance, etc, aimed to promote development.

The term ‘evaluation report’ is used to cover all evaluation products, which may take different forms, including written or oral reports, visual presentations, community workshops, etc.

INTRODUCTION

The DAC Quality Standards for Development Evaluation identify the key pillars needed for a quality development evaluation process and product. They are intended for use by evaluation managers and practitioners. The Standards are not mandatory, but provide a guide to good practice. They were developed primarily for use by DAC members, but broader use by all other development partners is welcome.

The Standards aim to improve quality and ultimately to strengthen the contribution of evaluation to improving development outcomes. Specifically, the Standards are intended to:

- improve the quality of development evaluation processes and products,
- facilitate the comparison of evaluations across countries,
- support partnerships and collaboration on joint evaluations, and
- increase development partners' use of each others' evaluation findings.

The Standards support evaluations that adhere to the *DAC Principles for the Evaluation of Development Assistance* (1991), including impartiality, independence, credibility and usefulness, and should be read in conjunction with those principles. The Principles focus on the management and institutional set up of evaluation systems and remain the benchmark against which OECD DAC members are assessed in DAC Peer Reviews. By contrast, the Standards inform evaluation processes and products. The Standards can be used during the different stages of the evaluation process and in a variety of ways, including to assess the quality of evaluations, inform practice, strengthen and harmonise evaluation training, or as an input to create evaluation guidelines or policy documents.

The Standards should be applied sensibly and adapted to local and national contexts and the objectives of each evaluation. They are not intended to be used as an evaluation manual and do not supplant specific guidance on particular types of evaluation, methodologies or approaches. Further, these Standards do not exclude the use of other evaluation quality standards and related texts, such as those developed by individual agencies, professional evaluation societies and networks.

This document is structured in line with a typical evaluation process: defining purpose, planning, designing, implementing, reporting, and learning from and using evaluation results. The Standards begin with some overall considerations to keep in mind throughout the evaluation process. An annex provides references to related OECD DAC development evaluation publications.

1 OVERARCHING CONSIDERATIONS

1.1 DEVELOPMENT EVALUATION

Development evaluation is the systematic and objective assessment of an on-going or completed development intervention, its design, implementation and results. In the development context, evaluation refers to the process of determining the worth or significance of a development intervention.

When carrying out a development evaluation the following overarching considerations are taken into account throughout the process.

1.2 FREE AND OPEN EVALUATION PROCESS

The evaluation process is transparent and independent from programme management and policy-making, to enhance credibility.

1.3 EVALUATION ETHICS

Evaluation abides by relevant professional and ethical guidelines and codes of conduct for individual evaluators. Evaluation is undertaken with integrity and honesty. Commissioners, evaluation managers and evaluators respect human rights and differences in culture, customs, religious beliefs and practices of all stakeholders.

Evaluators are mindful of gender roles, ethnicity, ability, age, sexual orientation, language and other differences when designing and carrying out the evaluation.



1.4 PARTNERSHIP APPROACH

In order to increase ownership of development and build mutual accountability for results, a partnership approach to development evaluation is systematically considered early in the process. The concept of partnership connotes an inclusive process, involving different stakeholders such as government, parliament, civil society, intended beneficiaries and international partners.

1.5 CO-ORDINATION AND ALIGNMENT

To help improve co-ordination of development evaluation and strengthen country systems, the evaluation process takes into account national and local evaluation plans, activities and policies.

1.6 CAPACITY DEVELOPMENT

Positive effects of the evaluation process on the evaluation capacity of development partners are maximised. An evaluation may, for instance, support capacity development by improving evaluation knowledge and skills, strengthening evaluation management, stimulating demand for and use of evaluation findings, and supporting an environment of accountability and learning.

1.7 QUALITY CONTROL

Quality control is exercised throughout the evaluation process. Depending on the evaluation's scope and complexity, quality control is carried out through an internal and/or external mechanism, for example peer review, advisory panel, or reference group.



2 PURPOSE, PLANNING AND DESIGN

2.1 RATIONALE AND PURPOSE OF THE EVALUATION

The rationale, purpose and intended use of the evaluation are stated clearly, addressing: why the evaluation is being undertaken at this particular point in time, why and for whom it is undertaken, and how the evaluation is to be used for learning and/or accountability functions.

For example the evaluation's overall purpose may be to:

- contribute to improving a development policy, procedure or technique,
- consider the continuation or discontinuation of a project or programme,
- account for public expenditures and development results to stakeholders and tax-payers.

2.2 SPECIFIC OBJECTIVES OF THE EVALUATION

The specific objectives of the evaluation clarify what the evaluation aims to find out. For example to:

- ascertain results (output, outcome, impact) and assess the effectiveness, efficiency, relevance and sustainability of a specific development intervention,
- provide findings, conclusions and recommendations with respect to a specific development intervention in order to draw lessons for future design and implementation.

2.3 EVALUATION OBJECT AND SCOPE

The development intervention being evaluated (the evaluation object) is clearly defined, including a description of the intervention logic or theory. The evaluation scope defines the time period, funds spent, geographical area, target groups, organisational set-up, implementation arrangements, policy and institutional context and other dimensions to be covered by the evaluation. Discrepancies between the planned and actual implementation of the development intervention are identified.

2.4 EVALUABILITY

The feasibility of an evaluation is assessed. Specifically, it should be determined whether or not the development intervention is adequately defined and its results verifiable, and if evaluation is the best way to answer questions posed by policy makers or stakeholders.

2.5 STAKEHOLDER INVOLVEMENT

Relevant stakeholders are involved early on in the evaluation process and given the opportunity to contribute to evaluation design, including by identifying issues to be addressed and evaluation questions to be answered.

2.6 SYSTEMATIC CONSIDERATION OF JOINT EVALUATION

To contribute to harmonisation, alignment and an efficient division of labour, donor agencies and partner countries systematically consider the option of a joint evaluation, conducted collaboratively by more than one agency and/or partner country.

Joint evaluations address both questions of common interest to all partners and specific questions of interest to individual partners.

2.7 EVALUATION QUESTIONS

The evaluation objectives are translated into relevant and specific evaluation questions. Evaluation questions are decided early on in the process and inform the development of the methodology. The evaluation questions also address cross-cutting issues, such as gender, environment and human rights.

2.8 SELECTION AND APPLICATION OF EVALUATION CRITERIA

The evaluation applies the agreed DAC criteria for evaluating development assistance: relevance, efficiency, effectiveness, impact and sustainability. The application of these and any additional criteria depends on the evaluation questions and the objectives of the evaluation. If a particular criterion is not applied and/or any additional criteria added, this is explained in the evaluation report. All criteria applied are defined in unambiguous terms.

2.9 SELECTION OF APPROACH AND METHODOLOGY

The purpose, scope and evaluation questions determine the most appropriate approach and methodology for each evaluation. An inception report can be used to inform the selection of an evaluation approach.

The methodology is developed in line with the evaluation approach chosen. The methodology includes specification and justification of the design of the evaluation and the techniques for data collection and analysis. The selected methodology answers the evaluation questions using credible evidence. A clear distinction is made between the different result levels (intervention logic containing an objective-means hierarchy stating input, output, outcome, impact).

Indicators for measuring achievement of the objectives are validated according to generally accepted criteria, such as SMART (Specific, Measurable, Attainable, Realistic and Timely). Disaggregated data should be presented to clarify any differences between sexes and between different groups of poor people, including excluded groups.

2.10 RESOURCES

The resources provided for the evaluation are adequate, in terms of funds, staff and skills, to ensure that the objectives of the evaluation can be fulfilled effectively.

2.11 GOVERNANCE AND MANAGEMENT STRUCTURES

The governance and management structures are designed to fit the evaluation's context, purpose, scope and objectives.

The evaluation governance structure safeguards credibility, inclusiveness, and transparency. Management organises the evaluation process and is responsible for day-to-day administration. Depending on the size and complexity of the evaluation, these functions may be combined or separate.

2.12 DOCUMENT DEFINING PURPOSE AND EXPECTATIONS

The planning and design phase culminates in the drafting of a clear and complete written document, usually called "Terms of Reference" (TOR), presenting the purpose, scope, and objectives of the evaluation; the methodology to be used; the resources and time allocated; reporting requirements; and any other expectations regarding the evaluation process and products. The document is agreed to by the evaluation manager(s) and those carrying out the evaluation. This document can alternatively be called "scope of work" or "evaluation mandate".

3 IMPLEMENTATION AND REPORTING

3.1 EVALUATION TEAM

A transparent and open procurement procedure is used for selecting the evaluation team.

The members of the evaluation team possess a mix of evaluative skills and thematic knowledge. Gender balance is considered and the team includes professionals from partner countries or regions concerned.

3.2 INDEPENDENCE OF EVALUATORS VIS-À-VIS STAKEHOLDERS

Evaluators are independent from the development intervention, including its policy, operations and management functions, as well as intended beneficiaries. Possible conflicts of interest are addressed openly and honestly. The evaluation team is able to work freely and without interference. It is assured of co-operation and access to all relevant information.

3.3 CONSULTATION AND PROTECTION OF STAKEHOLDERS

The full range of stakeholders, including both partners and donors, are consulted during the evaluation process and given the opportunity to contribute. The criteria for identifying and selecting stakeholders are specified.

The rights and welfare of participants in the evaluation are protected. Anonymity and confidentiality of individual informants is protected when requested or as needed.

3.4 IMPLEMENTATION OF EVALUATION WITHIN ALLOTTED TIME AND BUDGET

The evaluation is conducted and results are made available to commissioners in a timely manner to achieve the objectives of the evaluation. The evaluation is carried out efficiently and within budget. Changes in conditions and circumstances are reported and un-envisaged changes to timeframe and budget are explained, discussed and agreed between the relevant parties.

3.5 EVALUATION REPORT

The evaluation report can readily be understood by the intended audience(s) and the form of the report is appropriate given the purpose(s) of the evaluation.

The report covers the following elements and issues:

3.6 CLARITY AND REPRESENTATIVENESS OF SUMMARY

A written evaluation report contains an executive summary. The summary provides an overview of the report, highlighting the main findings, conclusions, recommendations and any overall lessons.

3.7 CONTEXT OF THE DEVELOPMENT INTERVENTION

The evaluation report describes the context of the development intervention, including:

- policy context, development agency and partner policies, objectives and strategies;
- development context, including socio-economic, political and cultural factors;
- institutional context and stakeholder involvement.

The evaluation identifies and assesses the influence of the context on the performance of the development intervention.

3.8 INTERVENTION LOGIC

The evaluation report describes and assesses the intervention logic or theory, including underlying assumptions and factors affecting the success of the intervention.



3.9 VALIDITY AND RELIABILITY OF INFORMATION SOURCES

The evaluation report describes the sources of information used (documents, respondents, administrative data, literature, etc.) in sufficient detail so that the adequacy of the information can be assessed. The evaluation report explains the selection of case studies or any samples. Limitations regarding the representativeness of the samples are identified.

The evaluation cross-validates the information sources and critically assesses the validity and reliability of the data.

Complete lists of interviewees and other information sources consulted are included in the report, to the extent that this does not conflict with the privacy and confidentiality of participants.

3.10 EXPLANATION OF THE METHODOLOGY USED

The evaluation report describes and explains the evaluation methodology and its application. In assessing outcomes and impacts, attribution and/or contribution to results are explained. The report acknowledges any constraints encountered and how these have affected the evaluation, including the independence and impartiality of the evaluation. It details the techniques used for data collection and analysis. The choices are justified and limitations and shortcomings are explained.

3.11 CLARITY OF ANALYSIS

The evaluation report presents findings, conclusions, recommendations and lessons separately and with a clear logical distinction between them.

Findings flow logically from the analysis of the data, showing a clear line of evidence to support the conclusions. Conclusions are substantiated by findings and analysis. Recommendations and any lessons follow logically from the conclusions. Any assumptions underlying the analysis are made explicit.



3.12 EVALUATION QUESTIONS ANSWERED

The evaluation report answers all the questions detailed in the TOR for the evaluation. Where this is not possible, explanations are provided. The original questions, as well as any revisions to these questions, are documented in the report for readers to be able to assess whether the evaluation team has sufficiently addressed the questions, including those related to cross-cutting issues, and met the evaluation objectives.

3.13 ACKNOWLEDGEMENT OF CHANGES AND LIMITATIONS OF THE EVALUATION

The evaluation report explains any limitations in process, methodology or data, and discusses validity and reliability. It indicates any obstruction of a free and open evaluation process which may have influenced the findings. Any discrepancies between the planned and actual implementation and products of the evaluation are explained.

3.14 ACKNOWLEDGEMENT OF DISAGREEMENTS WITHIN THE EVALUATION TEAM

Evaluation team members have the opportunity to dissociate themselves from particular judgements and recommendations on which they disagree. Any unresolved differences of opinion within the team are acknowledged in the report.

3.15 INCORPORATION OF STAKEHOLDERS' COMMENTS

Relevant stakeholders are given the opportunity to comment on the draft report. The final evaluation report reflects these comments and acknowledges any substantive disagreements. In disputes about facts that can be verified, the evaluators investigate and change the draft where necessary. In the case of opinion or interpretation, stakeholders' comments are reproduced verbatim, in an annex or footnote, to the extent that this does not conflict with the rights and welfare of participants.

4 FOLLOW-UP, USE AND LEARNING

4.1 TIMELINESS, RELEVANCE AND USE OF THE EVALUATION

The evaluation is designed, conducted and reported to meet the needs of the intended users. Conclusions, recommendations and lessons are clear, relevant, targeted and actionable so that the evaluation can be used to achieve its intended learning and accountability objectives. The evaluation is delivered in time to ensure optimal use of the results.

Systematic dissemination, storage and management of the evaluation report is ensured to provide easy access to all development partners, to reach target audiences, and to maximise the learning benefits of the evaluation.

4.2 SYSTEMATIC RESPONSE TO AND FOLLOW-UP ON RECOMMENDATIONS

Recommendations are systematically responded to and action taken by the person(s)/ body targeted in each recommendation. This includes a formal management response and follow-up. All agreed follow-up actions are tracked to ensure accountability for their implementation.

4.3 DISSEMINATION

The evaluation results are presented in an accessible format and are systematically distributed internally and externally for learning and follow-up actions and to ensure transparency. In light of lessons emerging from the evaluation, additional interested parties in the wider development community are identified and targeted to maximise the use of relevant findings.

ANNEX 1. RELATED DEVELOPMENT EVALUATION PUBLICATIONS

OECD DAC Principles for the Evaluation of Development Assistance
(OECD DAC, 1991)

OECD DAC Principles for Effective Aid
(OECD DAC, 1992)

OECD DAC Glossary of Key Terms in Evaluation and Results Based Management
(English/ French/ Spanish and other languages,OECD DAC, 2002-2008)

Evaluation Feedback for Effective Learning and Accountability
(OECD DAC Network on Development Evaluation, 2001)

OECD DAC Guidance for Managing Joint Evaluations
(OECD DAC Network on Development Evaluation, 2006)

Evaluation Systems and Use, a Working Tool for Peer Reviews and Assessments
(OECD DAC Network on Development Evaluation, 2006)



Quality Standards for Development Evaluation

The DAC Quality Standards for Development Evaluation provide a guide to good practice in development evaluation. They are intended to improve the quality of evaluation processes and products and to facilitate collaboration. Built through international consensus, the Standards outline the key quality dimensions for each phase of a typical evaluation process: defining purpose, planning, designing, implementing, reporting, and learning from and using evaluation results. The Standards begin with some overall considerations to keep in mind throughout the evaluation process. An annex provides references to related OECD DAC development evaluation publications. For more information on this publication and the work of the DAC Network on Development Evaluation, visit www.oecd.org/dac/evaluationnetwork.

The full text of this book is available on line via the OECD iLibrary at
<http://dx.doi.org/10.1787/19900988>

Annex R: Travel and Subsistence policy

Department for Environment, Food and Rural Affairs

Defra Finance

Defra Staff Expense (Travel & Subsistence) Policy

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Introduction

This Policy applies to Defra and its Agencies.

All expense claims must adhere to the following two key principles set out in the Civil Service Management Code:

1. Departments and agencies must reimburse staff only for the expenses which they actually and necessarily incur in the course of official business;
2. Departments and agencies must ensure that their rules provide for claiming recompense, including verification and authorisation.

The Treasury principles, building on the Code, are:

1. Departments will reimburse **actual** costs only;
2. Only costs which are necessary and **additional** to normal daily expenditure should be reimbursed;
3. All claims for expenses should be receipted and independently approved;
4. Departments should manage reimbursement by exception rather than by reference to entitlements – i.e. policies should not cover every eventuality;
5. Claims should include a clear business reason where travel is other than standard class;
6. The onus should be on local management to oversee the frequency of travel and associated expenses.

This means that staff cannot claim flat rates for domestic and overseas travel and subsistence costs, but will be reimbursed for **actual** expenditure only up to the stated ceiling. **All claims must be supported with receipts.** No-one can self approve T&S claims. All rail travel should normally be standard class.

Purpose

The purpose of this Policy is to establish firm ground rules, guiding principles and procedures for incurring travel and subsistence costs in the course of official business and to address the sustainability and environmental issues relating to such travel.

This policy details the expenses you may claim and supersedes all other previous guidance.

Ownership

This policy is owned by the Defra Finance Director.

Scope

Staff are expected to comply with this policy and to use only the authorised travel and accommodation booking services put in place by the Department.

Travel and subsistence principles

1. If possible travel should be avoided, using a more sustainable and cost effective means of achieving the business objective such as telephone or video or web conferencing.
2. All travel outside of policy should be avoided where possible and in exceptional circumstances prior approval should be sought from your line management. Line management should ensure that budget holders (usually at Director or Deputy Director level) are aware of instances of travel outside the policy and should ensure that appropriate steps have been taken to ensure that suitable options within the policy have been exhausted and the decision would stand up to public scrutiny
3. Employees should be able to feel safe when travelling on departmental business. We encourage employees to plan for their safety and take all necessary health and safety precautions before and while travelling. A [risk assessment](#) process is available for both UK and international travel. We recognise there are times when employees may, for a variety of reasons, feel unsafe when travelling and it is not practical to seek prior approval before taking additional steps. In such cases approval can be obtained retrospectively.
4. The traveller should take steps to ensure sustainability of travel as set out in the Sustainability section below
5. Deliberate disregard of travel and subsistence policies may lead to disciplinary action.
6. Staff can only claim for the additional costs incurred when compared to their usual personal expenditure when travelling to and working at their permanent workplace. A permanent workplace is described as a single location or be your regular working pattern across more than one location, or the geographical area covered.

Responsibility and liability – individuals' responsibilities

Individuals are expected to:

- Comply with this policy
- Obtain any appropriate approvals from their manager or approver before making a claim.

- Submit their own claims promptly in person, with scanned receipts, through iExpenses
- Provide a clear business justification for each claim, keeping acronyms to a minimum, and working on the principal that anyone should be able to understand what has been purchased and why.
- Comply with GPC rules and procedures
- Use authorised travel and hotel booking services to book travel and accommodation

Managers' responsibilities

Managers and approvers are expected to:

- Ensure travel is necessary and justified;
- Check mileage rates being claimed;
- Ensure claims are justified and within set limits;
- Challenge appropriately when claims above ceiling are being claimed;
- When satisfied, promptly approve claims through iExpenses;
- Ensure that individuals carry out their responsibilities as set out above.

SSCL responsibilities

Shared Services will:

- Give first level advice and guidance to individuals in relation to claims through the SSCL Enquiries centre;
- Process payments in accordance with Key Performance Targets;
- Carry out audit of receipts on sample basis to assess compliance with requirement to support claims with receipts.

Sustainability

Defra and its Network are committed to adopting travel behaviours that support the Government's sustainability objectives.

The policy is to strike an appropriate balance between the costs and the benefits, taking into account:

- Cost
- Convenience
- Carbon emissions
- Care of staff

Travel should only be undertaken when there is no other practical business alternative and, where travel is necessary, sustainability and environmental issues are to be taken

into account when planning meetings and journeys. Rail travel is lower in carbon emissions than flying or road journeys and cheaper, especially when travel to and from airports is factored in. Advance fares offer best value for money.

Travel initiation and events

If a business trip is essential then care **MUST** be exercised to ensure that the mode of travel selected is the most cost effective option. It should also take due account of carbon emissions and the amount of time spent travelling (e.g. in most cases rail is preferable to travelling by car):

- External meetings should utilise Defra Network premises to avoid the high cost of commercial venues.
- Expenditure on external and internal events falls within Spending Control rules and central approval is required, see link:
<https://intranet.defra.gov.uk/howto/correspondence/communications/spendingcontrols/>

Refreshments should not normally be provided for internal meetings.

Travellers are responsible for managing their behaviour in relation to reducing their carbon footprint. Defra and its Network will actively seek changes in line with government sustainability targets, and monitoring systems have been put in place to measure the rate of emissions.

Sourcing arrangements

All travel and hotel arrangements should be booked through the approved booking agents. Approved booking agents are in place for the following:

- Rail and Air Travel
- Hotel accommodation
- Venue Finding (for meetings, conferences and events)

- Car Hire

Rail and air travel, including class of travel

Travellers should adhere to the following rules:

- If possible travel should be avoided, using telephone or video conferencing instead
- Air travel between locations on mainland England, Wales and Scotland is not permitted unless approval by exception is granted by a director
- Where travel is unavoidable rail is the preferred means, being lower in carbon emissions than air travel and better value for money, when travel to and from an airport is factored in.
- There is a supplement applied to collecting '**Tickets on Departure**', therefore please try to arrange to collect your tickets from your local kiosks as far as possible.

The lowest **practical** fare/rate should be selected within the permitted class of travel.

Air	Class of travel
All Employees	
All Journeys	Economy Class/Business Class

	<p>All air travel requires prior approval from a manager or approver.</p> <p>There is a complete ban on first class air travel. In exceptional circumstances, where it is necessary when overseas to take a flight and the higher seat class provided by the airline may be described as “first class” but is akin to business class (this situation would be most likely to arise on some overseas internal flights), regardless of the description used by the airline, the higher class may be used in accordance with Defra policy on the use of business class. This exception does not apply to travel where there is a genuine business class as well as first class.</p> <p>Air travel for journeys of less than 5 hours should be via economy class only. For journeys of between 5 hours and 10 hours a business class flight may be purchased where:</p> <ul style="list-style-type: none"> • bookings are not available in the lower class and the timing or date of the journey cannot be changed • if staff will be required to work immediately on arrival. • on disability/medical grounds. <p>For journeys of over 10 hours a business class flight may be purchased subject to approval from a manager or approver.</p>
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Rail	Class of travel
All employees	
All journeys	All rail travel should be booked as standard-class. Any exception will need strong business justification and SCS prior approval.
	This includes international rail journeys by Eurostar and other international and overseas rail operators. However, Eurostar Standard Premier is permitted where good value for money can be demonstrated.

Advance purchase rail tickets should be purchased when possible and staff are strongly advised to book as far ahead as possible in order to obtain the best price. Last minute travel should be avoided as far as business will allow.

First class travel carries a reputational cost to Defra and resource cost (in producing explanatory briefings) even if first-class tickets are occasionally cheaper than standard class (sometimes the case when booked on the day of travel). Any manager who approves first class travel can expect a challenge from the Defra Finance Team or from the Chief Operating Officer.

Railcards

An appropriate Railcard should be purchased by staff who are eligible where there will be a saving to the department over the course of the year. The cost of an annual Railcard is £30, which reduces by 1/3 the cost of Standard Anytime, Off Peak and Advance fares. The cost of purchase of the Railcard should be reclaimed through i-expenses provided the card is to be used for Defra business purposes only.

There are three types of Railcard most likely to be of use for Defra staff: A Senior Railcard for travellers aged 60 or over; 16-25 Railcard for travellers between those ages. There is a third type of card, a Two Together Railcard, for two named travellers – however, this type of card can only be used by the same two individuals travelling together on every occasion. A Disabled Persons Railcard is available at an annual cost of £20 (£54 for 3 years) for individuals who may qualify.

A 3 year 16-25 or Senior Railcard may be purchased at a cost of £70 but should only be considered if there is sufficient certainty about the individual's business travel requirements for the next 3 years.

Follow the link for further information: <http://www.railcard.co.uk/?gclid=CKjnjei-7MYCFbQatAodo7wHaw>

The Redfern screen allows for a Railcard discount to be applied. Railcard holders must always remember to tick this box and select the appropriate card from the menu otherwise the full price will be charged!

Please note that Railcards are not valid for travel on Eurostar.

Oyster cards

Journey costs can now be claimed by submission of the top-up receipt. Approving managers are required to carry out periodic checks to ensure that the charges reflect the reasonable cost of business travel by the claimant.

Mileage claims

Mileage claims should comply with the overarching rule of being **additional** to everyday commuting costs. An individual who does not incur any additional cost on a trip out of the office should not claim for any mileage.

The use of private cars and full rate mileage claims are discouraged. If the job requires more than 3000k miles travel a year a lease car would normally be more cost effective.

The use of a lease car also gives more assurance that it will be well maintained and therefore safer.

	Mileage Claims (PUS Drivers)
Applicable to	All staff provided with a Private Use Scheme (PUS) car
All journeys	

	Mileage Claims
Applicable to	All staff who use their privately owned vehicle.
All journeys	Travel using private vehicles is discouraged unless essential. Staff should adhere to Health and Safety guidance for driving and travel.
Passenger and equipment supplements	A supplementary mileage payment may be claimed when a private vehicle is used on official business and the claimant is accompanied by one or more passengers or needs to carry heavy and/or bulky official equipment.

Types	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
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PUS rate	11p	11p
Private cars and Vans- rate where no public transport alternative*	45p	25p
Private cars and vans- public transport rate*	25p	25p
Private motor cycles	24p	24p
Passenger supplement	5p	5p
Equipment supplement**	3p	3p
Bicycle	20p	20p
	<p>*NB the 'rate where no public transport alternative' for car and van travel may only be claimed where the use of a private vehicle for the journey is essential e.g. on grounds of disability or where there is no practical public transport alternative. If the use of a vehicle is not essential the 'public transport rate' should be claimed.</p> <p>**Under HMRC rules this expense is taxable.</p>	

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Car rental	Class of travel
	All employees
All Journeys	See guidance on car hire

Taxis	
	All Employees
All Journeys	Taxi fares may ONLY be claimed where the manager or approver is satisfied that there are no reasonable public transport or pedestrian alternatives. Where employees feel unsafe or there is a risk to personal safety and well-being, retrospective approval can be sort. Employees should include an appropriate explanation when making the claim to support audits and reporting.

Additional provisions for travel by car

Parking and speeding fines

Travellers will NOT be reimbursed for any parking fines or speeding tickets.

Car parking, congestion charges and tolls

Car parking, congestion charges and toll charges necessarily incurred on official business are reimbursable.

Car hire accidents

If involved in a hire car accident travellers **MUST** stop and immediately contact the hire car company who will advise the traveller on completing the necessary formalities and documentation.

The traveller **MUST** also report the matter to their manager or approver and the Health and Safety Unit at the earliest opportunity.

Subsistence

Subsistence may be claimed where the following conditions apply:

The expense arises necessarily from the proper performance of the claimant's duties

The expense is incurred whilst away from the claimant's permanent workplace (see Principals) or whilst staying away from home

The expense incurred is reasonable and additional to the employee's normal expenditure. For instance, where a person normally eats a packed lunch or prepares a meal onsite but does not have the facility to do so whilst away and they have to purchase food at significant extra cost.

The claim is fully supported by receipts submitted with the claim.

The claim is within the limit for each category, as set out below.

All ceiling rates are based upon time necessarily spent away from the permanent workplace on official business and are not related to specified meals.

The ceilings increase as the time spent away increases up to a maximum of 24 hours. For periods in excess of 24 hours a new period begins and the ceilings apply as before.

Reimbursement up to the appropriate ceiling is for additional expenditure necessarily incurred in respect of food and drink (excluding alcohol) consumed during the absence:

over 5 hours out of office: up to £5 over 10 hours out of office: up to £10 over 12 hours out of office: up to £15

over 24 hours out of office: up to £20 – a person can only claim under this heading if there is an overnight stay at a hotel where lunch and/or dinner is not included in the hotel charge from the agent.

Only one ceiling rate can be applied in any 24 hour period, they cannot be combined. These rates apply to all areas of the country.

The Period of Absence is defined as the elapsed time from leaving home or normal operating base to return.

These expenses **cannot** be claimed if:

- The out of pocket expenses that you incur are not additional to your regular personal expenditure
- The meal does not constitute additional unavoidable expenditure. For example, if staff usually eat in the canteen in York they should not claim for eating in the canteen in Nobel House on a visit or claim for a bought sandwich that costs no more than their usual lunch outlay.
- The “staying with friends or relatives allowance” is claimed (in which case the 24 hour claim is not allowed).
- Meals have been taken at home.
- Meals are provided during a training course, conference or similar activity. ☐ Meals are provided on the train or plane and included in the ticket cost

Additionally:

- Alcohol cannot form part of any claim

Hotel rates

Hotel upper limits	
Location	Upper limit
London (bed and breakfast)	£130 per night
Rates for specific cities (bed and breakfast)	Bristol £100 per night Weybridge £100 per night Warrington £90 per night Reading £85 per night

UK other (bed and breakfast)	£75 per night for all other locations
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All hotel bookings should remain within the hotel ceiling rates unless prior approval has been sought for reasons as such as personal health, safety and well-being and value for money considerations.

Where there are emergent safety concerns, approval can be sought retrospectively. For example, when booking travel outside of the hotel ceiling rates you will be prompted to enter a reason for why the value is above the policy limit. If your reason code is “Personal Safety” and you cannot get line manager approval in time to make the booking, continue with the booking and discuss this reason with your line manager as soon as possible.

Please note travel and subsistence spending data is regularly published. It is therefore expected that individuals have taken all necessary steps to mitigate the risk of media scrutiny of expense claims outside the policy ceilings.

Lodging allowance

This may be claimed where staff are required to undertake detached duty.

Staff will be reimbursed the actual cost of rent and utility standing charges at the detached duty location (if a double commitment exists at the home and detached duty station) up to the following daily ceilings:

- £42 for London
- £31 for elsewhere

If a claimant's family joins them at the detached duty station, managers or approvers may authorise reimbursement of actual rental costs and utility standing charges, within the limit of the ceiling for the lodging allowance for that location, only where the employee is also incurring home rental/mortgage costs.

Foreign travel

Foreign T&S claims should be submitted on an actuals basis using the existing HMRC rates as ceilings. These rates are available to view at the following location:

<https://www.gov.uk/government/publications/scale-rate-expenses-payments-employee-travelling-outside-the-uk>

In line with the Treasury principle of managing by exception, managers or approvers may exceptionally allow claims that are outside the ceiling amounts provided the amount is reasonable and there is sound business justification.

There should be prior approval for all foreign travel by managers or approvers.

Friends and family allowance

When individuals choose to stay with friends or family while on official business they are entitled to claim a flat rate allowance. The current allowance is £42 per night. This expense is taxable and the rate has been set to reflect this.

Employees will need to complete a NTWK68 – “Claim for temporary allowance’ form. This allowance is not claimable through Internet Expenses.

Tips and gratuities

Discretionary tips at restaurants, if appropriate in the circumstances, should be requested to be properly incorporated into the bill (it would automatically be the case where payment is made by credit card and you choose to add the tip before entering the PIN number). The maximum should be 10%.

Claimants should still keep within the ceiling amounts for claims which would include any such gratuity.

Alcohol

Costs relating to Alcohol will not be reimbursed.

Telephone calls

Business calls will be reimbursed. Receipts should be submitted unless this is not possible. Regular business users should use a mobile phone supplied by the business.

Other incidental expenses

Other unavoidable expenses may be claimed exceptionally, at the discretion of the normal approver on an actuals basis for a reasonable amount provided that receipts are produced.

Amendments to the policy

If you have recommendations for amendments to the policy, please email the Compliance Team. (compliancefinanceoperations@environment-agency.gov.uk) with details. Decision on ceilings are based on evidence of spending patterns and circumstances, so please ensure your cases are appropriately presented with relevant evidence.

July 2014 (September 2021)

Annex S: Kew Proposal

Section 1: Concept Note

1) Describe how the proposed activities, including revised or added activities as a result of reinvesting resource into programming, meet the aims and objectives of the project.

In line with the wider BLF programme aims, our consortium draws on >100 years of experience of community-based conservation and development across a diverse portfolio of sites in Madagascar to address both the proximate and underlying drivers of biodiversity and ecosystem loss and degradation, as well as local poverty. Specifically, in Madagascar, our proposal supports wider BLF objectives by reducing deforestation, ecosystem degradation and biodiversity loss within Madagascar's protected area network (SAPM) and focussing on landscapes adjacent to parks and reserves with significantly reduced natural resources. We will help build management and monitor capacity, tackle poverty and scale-up long term sustainable management to develop a model that can be implemented more widely nationally and internationally. Whilst Madagascar's biodiversity and development challenges are unique, we are confident that our successes and learning outcomes will be applicable across BLF landscapes and related conservation efforts.

Both the BLF and our proposal recognise that sustainable conservation of protected areas (PAs) is inextricably linked to the people in the surrounding landscape. If they adequately value the PA and are able to access the natural goods and services they need from the surrounding landscape in a sustainable way, then protection will likely be secure. However, if the PA represents a resource-rich island in a landscape of critically compromised natural capital, it will inevitably be subjected to increasing pressure, and the biodiversity and carbon it holds will be eroded, along with the ecosystem services it provides, whilst dependent livelihoods will become increasingly vulnerable.

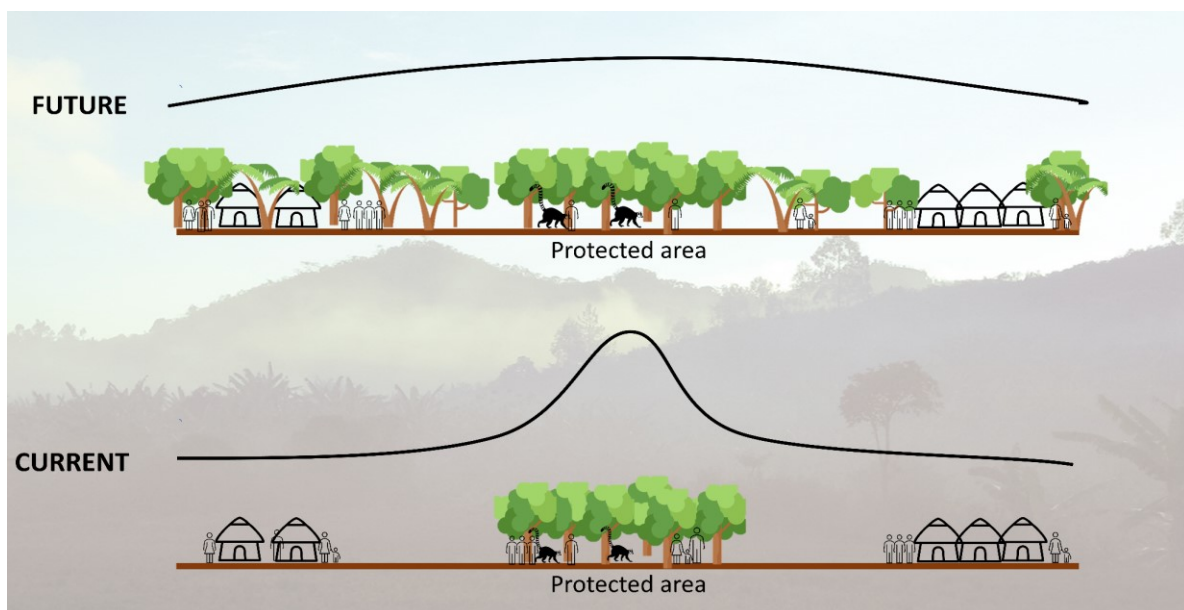


Fig 1. Protected areas currently represent islands of natural capital in a heavily degraded landscape. Our proposal seeks to reduce pressure on core protected areas by restoring the surrounding natural capital and improving livelihoods.

Our proposal uses a holistic approach centred on community-based conservation, seeking to increase natural capital as a means to achieve long-term sustainability. Drawing from over 100 years of combined community-based conservation experience in Madagascar and mobilising a predominately Malagasy team (>80% of staff) and long-term trust built at each project site, we will instigate and facilitate a fully inclusive process to demonstrate how residents living near PAs can sustainably improve their livelihoods and thereby reduce poverty through improved productivity, even under periods of increased environmental and socio-economic stress, while simultaneously respecting and supporting forest protection. While Madagascar's biodiversity enriches the lives of all humanity, poor rural Malagasy must not be the ones who pay the cost of its conservation. Using this approach, we aim to protect and restore PAs within Madagascar to ensure provision of myriad ecosystem services that will continue to feed and support communities in the future.

Project outcomes (see list of key outcomes below) will directly support Malagasy government commitments to international climate and biodiversity targets, including forest restoration and avoided carbon emissions. For example, project outputs and ecosystem services arising from them will enable and impact Madagascar's contribution to at least the following SDGs via specific work packages (WPs): SDG 1 (No Poverty), WPs4, 5, 7 & 8; SDG 2 (Zero Hunger), WP7; SDG 3 (Good Health and Wellbeing), WPs7 & 9; SDG 5 (Gender equality) WP1 & LTS/CARE will lead on tracking our impact on gender, underrepresented and vulnerable groups; SDG.6 (Clean Water and Sanitation), WP3; SDG 8 (Decent work and economic growth) WPs4 & 7; SDG 10 (Reduced inequalities) WP1; SDG 12 (Responsible consumption and production) WPs2 & 3, SDG 13 (Climate Action), WP7; SDG 15 Life On Land all but especially WP4; SDG 17 Partnerships for the goals, the consortium is a partnership and will form more partnerships to deliver goals e.g. via WPs10, 11 & 12. Progress towards Aichi Biodiversity targets (albeit that the 2020 deadline has passed) will be generated for Target 7 (Agriculture and Forestry managed sustainably, conserving biodiversity) by WPs 4 & 7, which is a key outcome of the project. In the case of Target 11 (17% of terrestrial land area conserved especially areas high in ES provision or biodiversity importance), the project will provide direct support to conservation of 9 SAPM protected areas ranging from 470 to 210,000 Ha and a scalable model for the SAPM network as a whole to become a network of landscapes conserving biodiversity that are sustainable, ecologically, socially and financially resilient, and that support and are surrounded by rich ecosystem services. As regards Madagascar's climate targets, project conservation agriculture and climate-smart agriculture (WP4 and 7), restoration and agroforestry (WP4), and overall avoided deforestation will generate progress towards its UNFCCC target (reducing emissions of GHG by 14% by 2030). The project employs a protected area-focussed, bottom-up and community-led strategy complementary to that inherent in the recent World Bank Forest Carbon Partnership Facility (FCPF) agreement signed by Madagascar in February 2021.

Our extensive in-country staff and track record of policy engagement place us in a key advocacy position to interact with stakeholders and decision makers. We will engage the Malagasy Government from project inception to ensure that relevant ministries and departments are informed of project goals, approach, and outputs, and to offer input to internal policy formulation and decision-making.

Key outcomes

1. Local stakeholders develop an inclusive, consensual vision and plan for the sustainable management of natural resources in their landscape.
2. Local communities, with support from partners, effectively manage forested areas, including conservation of the local PA and sustainable use of natural resources in the broader landscape.
3. Food security, financial independence, and reproductive health are improved as a result of increased access to sustainable livelihood opportunities and community health services.
4. Effective management of forests, improved livelihoods, and food security result in reduced deforestation rates, protection of globally threatened biodiversity, and a net increase in carbon storage.
5. Knowledge of an improved approach for community-based PA management is built and shared throughout the SAPM network and all its stakeholders.
6. Key evaluation and learning outcomes shared across the BLF programme.

Our revised budget has reinvested £284, 840 from MEL into delivery activities, predominantly focusing on forest restoration, climate smart agriculture and community based patrols of protected areas (see Section 4).

2) Outline the proposed delivery plan of the proposal.

The consortium comprises five international organisations headquartered outside Madagascar with in-country offices and long-standing programmes, Royal Botanic Gardens, Kew (RBGK), Missouri Botanical Garden (MBG), The Peregrine Fund (TPF), Durrell Wildlife Conservation Trust (DWCT), and CARE International UK (CARE), and one Malagasy organisation with a global profile, Madagasikara Voakajy (MV). Together the consortium partners bring >100 years of experience working on community-based conservation and development across a diverse portfolio of sites in Madagascar, with a proven track record of delivering effective site-based interventions with tangible impacts on biodiversity and livelihoods. Robust monitoring of outcomes of interventions with communities and learning from them is integral to success in Madagascar and is provided by LTS-NIRAS (LTS) as a consortium partner. They will also support RBGK as delivery partner in reporting to the BLF Fund Manager and Landscape Evaluator. The project will engage specialists with intervention-specific expertise to ensure best practice and optimise delivery of outputs and outcomes, including Royal Botanic Gardens, Edinburgh (fire ecology), Marie Stopes (reproductive health), and GSDM (climate smart agriculture). The project's culture is collaborative and outwardly focused, engaging with a range of external stakeholders to maximise communication, influence, traction, and legacy.

Our highly collaborative approach is centered on three pillars. First, interventions will be supported by teams combining the best of expertise among the consortium partners. For example, MBG leads best practice in humid forest restoration in Madagascar and both DWCT and RBGK have a track record of delivering SMART-based community patrols

supporting the conservation of dry forest sites. TPF has 25 years of experience in ecological monitoring of threatened species, and MV has a strong track record of fostering community stewardship of biodiversity. We will assess what has and has not worked, integrate local knowledge and experience across all sites and interventions, and deliver best practice across the project. Second, all consortium partners, both within and outside Madagascar, will integrate around a shared vision, the core of which was developed and refined during proposal preparation (many have worked together previously, but not yet on this scale). Third, our most important collaboration is with the communities with whom the consortium partners have built trust. Our proposal would not be feasible if not for decades of previous investment by the consortium partners at sites across Madagascar. Continued consultation with local communities is embedded throughout our work plan so that needs are identified, and ownership of and support for all interventions is secured. Experience has shown that these are keys for successful, sustainable conservation in Madagascar.

The key decision-making body will be the Project Board (PB) comprising one member from each consortium partner (including LTS) and the project coordinator; virtual meetings will be held at least quarterly. The PB will receive input from an Advisory Board (AB), to be established during the inception phase to provide representation from key stakeholders, especially from government (appropriate ministries and their component bodies, in particular MEADD, MAEP and MICA, the Ministries of the Environment, Sanitation & Sustainable Development; Agriculture, Ranching & Fishing, and Industry, Trade & Crafts), as well as from other relevant players such as Madagascar National Parks (MNP), the Madagascar Protected Area and Biodiversity Fund (FAPBM), Tany Meva (Foundation for the Environment and Sustainable Development), Tafo Mihaavo (national coalition of community-based associations), and university- and institute-based specialists both in and outside Madagascar. The AB will provide feedback, technical and strategic advice, and will help leverage impact and legacy. The AB will also advise an in-country Implementation Board (IB) that reports to the PB and is responsible for strategic and financial decision-making in Madagascar as well as project coordination. The IB will meet at least quarterly (in French and Malagasy, with alternate meetings incorporating selected stakeholders from the AB and beyond). Each consortium partner will assign a highly qualified and experienced in-country manager to serve on the IB. The IB will include the co-lead and implementation team leader Jeannie Raharimampionona, who will additionally report directly to the project coordinator. The Implementation Team (IT) that she manages will provide key financial, administrative, and communications functions, whilst drawing on the skills and expertise of key staff from the consortium partners. The IT will also coordinate activities and organise the transfer of expertise and exchange of persons and information across sites and interventions (see diagram above). It will be based in the Antananarivo office of one of the consortium partners, likely DWCT. The PB, IB, and AB will together engage wider stakeholders and develop extensive communications and outreach components under Theme 4, during the inception phase, including a focus on connections to government bodies and delivery of public and private finance.

3) Outline the resource plan of the project.

"The Authority can advise that the inclusion of this text was an administrative oversight. The Applicant is not required to present a resource plan."

4) Outline the revised M&E plan

We recognise that effective and pragmatic Monitoring, Evaluation and Learning (MEL) is integral to understanding the efficacy of our activities toward defining and transferring best practice, and demonstrating our approach to project stakeholders, Defra and the broader donor community. In particular, we need to understand the effectiveness of project interventions in order to ensure scalability to the rest of the SAPM network as well as BLF landscapes outside Madagascar and beyond.

MEL tasks as described in the original consortium proposal are now divided between the delivery partner MEL lead (LTS-NIRAS), the BLF Fund Manager and the Independent Evaluator. LTS-NIRAS will function as a partner within the consortium, primarily providing critical monitoring and learning for project components and supporting project and programme level evaluation under BLF. Key project monitoring data collected by the delivery partner MEL lead will be designed to meet the needs of the BLF Independent Evaluator and Fund Manager.

LTS-NIRAS' key task areas are to ensure that high-quality data are collected and analysed at the project level (Tasks 2-4), feeding into the BLF programme-level reporting, learning and review work led by the Fund Manager and Independent Evaluator (Tasks 5-6). The data collection activities led by LTS-NIRAS will occur across all programme years. LTS-NIRAS will also maintain responsibility for leading the inception phase work, developing the Theory of Change and MEL plan (Task 1). LTS-NIRAS will play a smaller supporting role for Tasks 6 and 7, compiling project monitoring data and producing the Annual Review Reports.

Table 1. Key task areas for LTS-NIRAS

Task area	LTS-NIRAS (Project delivery partner MEL)	BLF Fund Manager	BLF Independent Evaluator
1. Inception phase work (e.g. Theory of Change development, M&E plan)	Lead project (landscape) level, aligned to programme level approach	NA	Programme level approach, which informs project level approach
2. Quantitative primary data collection and analysis: Household Survey (baseline, midline, endline)	Lead	NA	High-level feedback on design and synthesis of findings
3. Earth Observation spatial data collection and analysis	Lead	NA	High-level feedback on design
4. Qualitative data collection and analysis: Focus Group	Lead	NA	High-level feedback on design and

Discussions, Key Informant Interviews			synthesis of findings
5. Learning products and outputs	Provide inputs at project level with delivery partner; Produce high quality evidence-based findings from quantitative and qualitative data	Lead at overall programme level	Provide inputs at programme level
6. Deep dive thematic reviews	NA	NA	Lead cross-project deep dive thematic reviews
6. Project monitoring data compiling and Logframe reporting review	Support RBGK staff in feeding data to FM	Lead assessment of the delivery partner	Lead programme level assessment and tools
7. Annual review reports	Support delivery team	Coordination of learning cycles and dissemination of programme findings	NA

The diagram below outlines the plan that will be used by the project delivery MEL partner to produce the MEL deliverables. Further details on the activities and deliverables are described in Section 2.

Table 2. Gantt chart for MEL project delivery

	FY Year 1			Year 2				Year 3				Year 4				Year 5				Year 6				Year 7	
	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
M&E plan and evaluation inception report																									
Develop and update Theory of Change and Logframe																									
Project monitoring																									
Annual reviews																									
Quarterly reviews																									
Baseline, Midline and Endline studies																									
Preparation																									
Data collection																									
Analysis and reporting																									