

TERMS OF REFERENCE FOR APFNET TEN-YEAR REVIEW
(FINAL)

1. BACKGROUND AND PURPOSE

The Asia-Pacific Network for Sustainable Forest Management and Rehabilitation (APFNet), proposed at the 15th APEC Economic Leaders' Meeting in Sydney, Australia, in 2007 and formally launched in 2008, is committed to promoting and improving regional forest management through capacity building, policy dialogue, demonstration projects and information sharing. In pursuance of its mission, purpose and objectives, APFNet has evolved over the past 10 years, as a result of active involvement of partners and extensive implementation of forest-related programs and services in the Asia Pacific region.

Entering its second decade, APFNet deems it the right time for a look back for lessons learned to guide its next phase of long term growth. In this regard, the Board of Directors, the governing body of the organization, decided to “conduct a 10-year review to assess APFNet activities” (*Decision B. 04/08*).

The review will be conducted in a participatory way, and its outcome will serve as an important tool to communicate the impacts and value APFNet has added to the region, and to better align organizational directions and programmatic goals with stakeholder needs and priorities. The findings of the review will inform future organizational positioning, strategy planning and priority determination, and help to guide organizational operations and performance optimization, including improving APFNet's monitoring and evaluation system.

2. OBJECTIVES OF REVIEW

The review will

- Evaluate the effectiveness and impacts of APFNet and its Programs and the added value they have brought into the region;
- Analyze and evaluate areas where APFNet has worked well and should continue; identify aspects to be strengthened or improved; and identify areas where APFNet has comparative advantage and where APFNet should focus its resources on;
- Identify challenges and opportunities that need to be addressed for future development; and
- Provide recommendations for the future direction, strategy and priorities of APFNet.

3. SCOPE OF REVIEW

Besides the objectives of the review, the external environment and broader context, and members' needs of APFNet, the availability of data and financial resources will also be taken into consideration to determine the scope of the review.

The review is expected to cover two levels:

- *the overall performance and governance of APFNet*
- *selected programs and activities of APFNet*

Programs will fall into one of following four review categories:

- capacity building
- policy dialogue
- demonstration projects
- information sharing

and accordingly they will be reviewed by category rather than individually.

On an operational level, the review will focus on the effectiveness and efficiency of governance and administration between 2015-2018 when the organizational structure of APFNet had been formalized with the establishment of the Board of Directors and Council in 2015.

Suggested programs under review and key questions to be answered are detailed in the attached review matrix.

4. APPROACH AND METHODS

Participatory and evidence-based approaches shall be properly chosen to achieve the objectives of the review. Methods including documentation review, interviews and visits etc. shall be well structured and scheduled, in consultation with the secretariat.

5. DELIVERABLES

- (1) **A review plan**, entailing a detailed description of the methodology to answer the evaluation questions as well as the proposed sources of information and data collection procedures. It should also indicate a detailed schedule for the tasks to be undertaken, as well as activities to be implemented and a list of final deliverables. The role and responsibilities of each member of the review team should be clearly stated as well.
- (2) **A review report**, containing details of the review methodology and process, review findings substantiated by evidence, lessons learned, conclusions and recommendations for further advancing programmatic and grant objectives.

6. GOVERNANCE ARRANGEMENT

- The Executive Director of the secretariat will be responsible for facilitating the review, and will appoint a project manager for providing necessary information and documents, and facilitate travel, including field visits for the review.
- The Board of Directors will be involved in the stage of the development of the TOR of the review.
- The draft review report will be provided to the Board of Directors, Council representatives for their comments.
- The final review report will be published/distributed by the secretariat for consideration of the council and the Board of Directors.

7. TENTATIVE TIMELINE

Deadline	Task
15 October 2018	Comments collection on the ToR
15 December 2018	Finalization of the ToR and announcement on the consultant vacancy
30 January 2019	Application and submission of preliminary review plan by the candidates.
15 February 2019	Negotiation and finalizing of the contracts for review team
28 February 2019	Finalization of detailed review plan
March-June 2019	Conducting the review
1 July 2019	Submission of the 1 st draft of review report
31 July 2019	Board/Council/secretariat's clarification and response on the draft report
31 August 2019	Finalization of review report by the review team
September 2019	Submission and dissemination of the report

8. REVIEW TEAM

The reviewers will be selected in accordance with the APFNet policies and procedures

(1) Composition

An independent review team of 3 experts shall be established, one from a developing economy and a developed economy respectively, and one with extensive experience (at least 5 years) working with international/regional organizations. One of the team members (not from the host economy of APFNet) will be nominated to serve as the team leader to coordinate the process.

Interested tenders are requested to submit a proposal of a full list of the review team members and the preliminary review plan. Recommendations on experts are welcomed through the

Board of Directors and the Council. The mission will also be advertised on the official website of APFNet.

(2) Required Qualifications

- professional knowledge of the opportunities and challenges facing the forest sector in the Asia-Pacific Region, and a good understanding of the institutional context of APFNet;
- proven experience in designing and leading evaluations;
- Master or higher degree in forestry, natural resources management, sustainability, development program monitoring & evaluation, or any other related major;
- technical competence in one or two specific sectors highly relevant to the review
- minimum of 15 years of working experience in a relevant field;
- data analysis skills;
- process management skills;
- fluency in English with excellent communication skills (oral and written); proficiency in other languages commonly used in Asia and Pacific region will be an asset; and
- Good health condition.

(3) Workload and Payment

Estimated work load will not exceed 120 working (person) days for the team.

Standards for consultancy fee will be about USD 550 per day (pre-tax), and tax deduction will be conducted at source according to laws and regulations of China. APFNet will also cover the reviewers' travel and accommodation expenses for providing services outside her/his residence.

Payment will be based on acceptance of review deliverables.