TERMS OF REFERENCE [TEMPLATE]

LANDSCALE ASSESSMENT TEAM

[The text highlighted in blue are instructions and additional notes for the hiring organization]

Important information

- Name of hiring organization
- Link to hiring organization's website
- Location
- Landscape title and location
- Date of ToRs publication
- Date of deadline for applications submission

About [the organization] & the Landscape

Provide a description of the hiring organization's mission and work, as well as information on the landscape and the relevance of LandScale in that context.

About LandScale

LandScale is a tool to assess and communicate landscape sustainability performance. It helps landscape stakeholders gain critical insights, make more informed decisions, and share credible stories of impact. Companies, industry initiatives, NGOs, governments, donors, and financial institutions can use LandScale to measure the sustainability status and trends of any landscape with substantial natural resource-based economies and supply chains.

The LandScale system which is to be used to conduct this work is comprised of the following:

- **The LandScale Platform:** an online tool that facilitates conducting the five LandScale steps described below and exposing the products of the assessment to a global audience, if desired.

- **Assessment Framework:** the goals, indicators, and performance metrics that constitute the scope of an assessment.

- **Assessment Guidelines:** detailed guidance on the process of conducting a LandScale

assessment, accessible through the LandScale platform.

- **Validation Mechanism:** The process of reviewing the assessment methodology and results by the LandScale team (LandScale validation) and local experts (local review).

- **Claims Policy:** information on the type of claims that may be made based on LandScale assessment results and the process for communicating such claims.

Scope of Work

LandScale's assessment process consists of five steps.

[Customize this section to reflect the specific scope being sought. Scope should include the desired LandScale milestone (completion of individual pillars, a holistic assessment (at least 60% of required indicators measured), or a holistic+ assessment (at least 75% of required indicators measured). Scope is also determined by the roles you wish the consultant to play which may range from all activities necessary to conduct the assessment, including leading and managing the work and stakeholder coordination to more limited technical roles.

General

- All inputs to the LandScale platform are required to be in English using proper spelling and grammar. [Organizer to add any other language requirements, e.g., a custom landscape report in the local language]
- In addition to the specific requirements below, the assessment team will, at the conclusion of each step, request a validation by the LandScale team and work with LandScale to achieve satisfactory validation of completion of each step.

Step 1: Preparation

In this step the assessment team works on the preparatory steps of an assessment.

1. Document the assessment objectives
2. Develop a plan for stakeholder engagement
3. Define landscape goals (optional)
4. Complete the landscape partnership module (optional)
5. Create the landscape profile
6. Compile documentation and submit the step for validation

Step 2: Boundary Selection

In this step the assessment team works on the process of defining an appropriate area for which to conduct the assessment based on the landscape's context and characteristics. [Whether you want your consultant to do the initial definition, refine the definition, or do not change an existing definition should be noted here]

1. Compile the landscape overview
2. Define the landscape boundary
3. Conduct the adjacency analysis (optional)
4. Document boundary limitations
5. Compile documentation and submit the step for validation

Step 3: Indicator and Metric Selection

In this step the assessment team works on selecting the indicators and metrics that will be used to assess landscape performance and trends.

1. Select indicators to include in the assessment [determine if these are applicable to your landscape or you will just use the standard LandScale framework components]
2. Select metrics to include in the assessment
3. Set targets and milestones for any metric (optional)
4. Compile documentation and submit the step for validation

Step 4: Data Evaluation and Metric Assessment Following the

indicator and metric selection, the assessment team will define data needs, collect relevant data, assess data suitability, generate results, and conduct local review.

1. Specify data requirements to measure each metric
2. Identify and procure candidate datasets [Add any known data collection needs here. Data collection may be needed to achieve a "complete assessment" status, or assess high priority indicators for the landscape. The team should work with the Assessment Owner as undergoing the assessment process to jointly determine where data collection may be needed.]
3. Evaluate candidate datasets for suitability, procure supplemental data as necessary and feasible, and finalize data selection
4. Process and analyze data to generate results for each metric, including, optionally, assessment against targets and milestones
5. Compile documentation and submit the step for the first LandScale review
6. Conduct the local review

3

7. Address feedback from the initial validation and the local review 8. Compile updated documentation and submit the step for final validation

The previous activities may require:

1. Integrating data from multiple sources
2. Classifying and coding data
3. Reviewing, validating, and editing data
4. Transforming data values or attributes
5. Imputing any missing data values, if possible
6. Deriving new variables and their values based on the source data 7. Calculating descriptive statistics, such as averages and distributions 8. Calculating quantitative

measures of trends or rates

9. Assigning variable weights and calculated weighted averages or sums 10. Disaggregating data by appropriate variables and calculating metric values according to these disaggregations

11. Finalizing data files

Step 5: Reporting and Publishing Results

This final step uses results and inputs from the previous steps to craft a standard LandScale Report [and optionally a custom report if desired by the organizer], obtain local review of the draft report, and publish the final report.

1. Determine assessment milestones for publication
2. Using the LandScale platform, generate the standard report which entails a combination of auto-populating fields and writing additional content such as interpretations and conclusions.
3. Integrate additional features to the report
    a. This includes data visualizations from the assessment results 4. Obtain local review of the report and address comments and revise accordingly. (Optional)
5. Obtain final LandScale Validation and publish the report.
6. Download the report and the export file of all inputs to the LandScale platform and provide to the organizer.

Activities Required for Pillar 2, Goal 2.2 on Human Rights

Activities Required outputs
Phase 1. Initiate process & map stakeholders[1]

a. Compose the team that will conduct the assessment in accordance with the LandScale requirements (See section 1.1 of the assessment guidelines)	1. Justification of the assessment team composition and capacity relevant to human rights
b. Develop a basic understanding of the human rights issues through a desk-based study[2]	2. Stakeholder map
c. Map key stakeholders and consult identified stakeholder groups and experts	3. Summary documentation of stakeholder engagement during this phase
This phase is linked to, and may be conducted in coordination with, Step 1 of the LandScale assessment guidelines (Preparation).	4. Summary and main conclusions from stakeholder consultation

Phase 2. Analyze HR issues & select indicators

a. Analyze the information collected during the stakeholder consultation from the previous phase	1. Selection of applicable indicators
	2. Justification and evidence for non-applicable indicators
b. Determine the severity of human rights issues in the landscape and select the applicable indicators	3. Summary documentation of stakeholder engagement during this phase
This phase is linked to, and may be conducted in coordination with, Step 3 of the LandScale assessment guidelines (Indicator Selection).	

Phase 3. Analyze enabling conditions & design metrics

a. Understand the root causes of actual and potential adverse human rights impacts and identify the enabling conditions that need to be in place at landscape level to address these impacts b. Design performance metrics for the most relevant enabling conditions the most important of these enabling conditions and design performance metrics to	1. List of identified enabling conditions for each applicable indicator 2. List of proposed performance metrics with their respective desired status or outcomes 3. Summary documentation of stakeholder engagement during this phase

measure the status of, or progress toward, achieving these enabling conditions to prevent, mitigate, and remediate human rights issues This phase is linked to, and may be conducted in coordination with, Step 4 of the LandScale assessment guidelines (Metric Selection & Assessment).	

Phase 4. Evaluate performance metrics and report results

a. Assess the selected performance metrics b. Report and validate results with key stakeholders, especially rights holders This phase is linked to, and may be	1. Results of the assessment of each performance metric 2. Summary documentation of stakeholder engagement during this phase

conducted in coordination with, Step 4
(Metric Selection & Assessment) and
Step 5 (Reporting Results) of the
LandScale assessment guidelines.

Milestones & Timeline

Milestone Timeline
Initiation meeting Day/Month/Year - Day/Month/Year
Detailed work plan finalized Day/Month/Year - Day/Month/Year
Step 1: Preparation   Day/Month/Year - Day/Month/Year Activities: •

Step 2: Boundary selection

                            Day/Month/Year - Day/Month/Year

Activities:
   •

Step 3: Indicator & Metric Selection

                            Day/Month/Year - Day/Month/Year

Activities:
   •

Step 4: Data Evaluation & Metric

                            Day/Month/Year - Day/Month/Year

Assessment

Activities: ●	
Step 5: Reporting & Publishing Reports Activities ●	Day/Month/Year - Day/Month/Year

Budget

[Name of organization] has a budget available in the range of XX-XX for this consultancy.

Payment Schedule

Payments will be made upon successful LandScale validation of each step.

Deliverables (to be submitted in the Reporting Template provided)	Payment
Step 1: ● Assessment team composition (i.e., registration of all team members on the platform) and a brief description of how each member fulfills the required qualifications. Supporting documentation should be provided to demonstrate such qualifications (e.g., CVs, resumes, courses certifications, or other suitable evidence); ● Objectives of the assessment; ● Stakeholder engagement plan; ● Landscape goals (if the assessment team chooses to include them).	[Percentage of total payment]

Step 2:

- Landscape overview;

- Landscape boundary in .shp or .kml format;
- Size of the landscape (in square km);
- A brief narrative rationale for the proposed landscape boundary;
- Limitations of the selected boundary;
- Documentation of the adjacency analysis, if completed, including:
  - Findings related to the four aspects of adjacency described in the guidelines;
  - Conclusion of the analysis, including

[Percentage of total

payment]

any adjustments made to the boundary as a result of the analysis.

Step 3:	[Percentage of total payment]
• Identification of all core, landscape-dependent, and optional indicators to be included in the assessment;	
• Appropriate justification for any required indicators to be deferred, inclusive of core indicators and applicable or inconclusive landscape-dependent indicators;	
• Documentation of the process used to determine and justify the applicability of landscape-dependent indicators, including any stakeholder consultation or desk-based research as indicated in the applicability instructions for each indicator;	
• Identification of human rights indicators according to the Human Rights Assessment Guidance and adequate documentation of this process;	
• Selection of all required metrics as well as all recommended metrics that the assessment team has chosen to include for each selected indicator;	
• If any alternate metrics are proposed in lieu of required metrics, a description of the alternate metric along with a justification of why the required metric is not feasible and/or why the alternate metric provides a superior measure of the given indicator, including its fulfillment of the four criteria in Section 1.2;	
• Description of any user-defined metrics and documentation of their suitability;	
• Specification of landscape targets and milestones, if completed;	
• If any optional indicators or landscape-dependent indicators not demonstrated to be applicable were included in the assessment scope, a brief statement explaining the rationale for including these.	
Step 4:	[Percentage of total payment]
• Documentation of the local review process and forms of engagement with local reviewers, as per the guideline for Activity 2 of the preceding section on Local Review Scope and Process;	

- Documentation of how the assessment team resolved each issue raised through the local review or the first LandScale review according to the respective resolution options detailed in the prior section;
- Final assessment results (and associated limitation statements and documentation) reflecting any of the above-mentioned changes;
- Landscape report appendix with the list of reviewers and the indicator(s) that they reviewed.

Step 5:
- Landscape report with data visualizations of assessment results;
- Landscape report appendices;
- Successful final LandScale Validation of assessment results.

- [Include here any deliverables for custom reports]

Qualifications
[Percentage of total payment]

 [If there will be other people who will support the assessment team hired through this TOR (for example, specialists in organizations who are members of the Landscape Partnership who will commit some time to support the assessment), then remove the qualifications below that are already covered, or shift from required to preferable as needed. In addition to the Assessment Owner, the team may likely need a separate Assessment Lead who manages the day-to-day work on the LandScale Platform.]

Subject Matter Expertise

The team needs to have technical expertise in all sustainability themes within the assessment scope. This includes interdisciplinary expertise in issues related to land use, natural resource management, commodity production, social development, and governance, as well as agriculture or forestry if these are significant sectors in the landscape.

The assessment team must have the relevant expertise across all pillars of the LandScale framework. Below are some of the areas where expertise is needed provided by "Assessment Specialists" for the topics under each pillar below. An indication of "(optional)" is for areas

of landscape-dependent or optional
indicators so this expertise is not required if those indicators are not selected:

Ecosystems

- Natural ecosystem's protection, conversion, and degradation ● Restoration of converted and degraded ecosystems (optional) ● Connectivity and fragmentation of natural ecosystems (optional) ● Biodiversity habitat protection, conversion, degradation, and restoration ● Water resources measurements (optional)
- Greenhouse gas (GHG) emissions (sources) & sequestration (sinks) associated with AFOLU (optional)
- Ecosystem services measurements (optional)

Human Wellbeing
- Multidimensional poverty assessments (education, sanitation, health, nutrition, etc.)
- Human rights impact assessments (child labor, forced labor, workers' rights) (optional)

Additionally, given the sensitive nature of human rights issues covered in the assessment framework, LandScale requires the assessment team to fulfill the following qualifications for human rights:

○ **Human Rights Specialist(s)**: The assessment team must have expertise specifically related to the human rights issues covered in the LandScale framework (child labor, women's rights, indigenous peoples' and other marginalized groups' rights, forced labor, and workers' rights). The team should include, at a minimum, an expert with the following qualifications who can lead the assessment of human rights indicators in a rigorous and objective manner:

■ Speak the local language(s) of the landscape;
■ Be committed to an objective and inclusive assessment, including willingness to engage separately with marginalized or vulnerable groups to the extent necessary to properly understand their perspectives;
■ Demonstrate at least 3 years of experience related to human rights issues and impact assessments;
■ Understand the key human rights issues affecting local people and communities;
■ Have experience conducting household surveys, interviews, focus groups, and other types of engagements with workers, households, and local communities;
■ Have a general understanding and knowledge of local culture, context, and politics.

Governance
- Land and resources tenure

- Land and resources conflicts

- Transparency, participation, inclusion, and coordination in land-use policy, planning, and management
- Illegality and corruption related to land and resources (optional)

Production
- Productivity of agricultural (crop and livestock), agroforestry & tree (optional) production systems for major production systems in the landscape (optional)
- Efficiency of input use in agricultural, agroforestry and tree production systems for major production systems in the landscape (optional) ● Adoption of sustainable land management (SLM) and waste management practices in agricultural and
    forest plantation operations for major production systems in the landscape (optional)
- Expertise in other natural-resource based production sectors (optional)

Data and Analysis Expertise

The team should include expertise in social and environmental data and data analysis so that it will be able to identify data sources, assess data quality, and calculate metrics based on secondary and possibly primary data.

GIS and Data manipulation and Management
Spatial information is a key component of a LandScale assessment. For this reason, the team should include one or more people experienced in collecting and managing spatial data and deriving metric results from these data, including proficiency in spatial analysis using geographic information systems (GIS). Mapping abilities are also required to complete the landscape overview (see Step 2).

Preferred Qualifications

Writing skills: The landscape report must be written in English (reporting of results to local audiences in locally suitable languages and formats is also encouraged, where appropriate). It is recommended that the team includes a skilled writer and editor to support the production of the assessment report.

Data visualization skills: The landscape profile and report will be enhanced by including visualizations of the data including maps, charts, and other graphics. Assessment leads are encouraged to include team member(s) that are able to produce such graphics and visualizations.

Criteria for Selection

The following criteria will be prioritized by [Name of hiring organization] when evaluating proposals.

1. Knowledge and familiarity with the landscape

2. Location of team relative to landscape (e.g., within 1 day travel, within same time zone)
3. Team composition and experience relative to scope
4. Ability to communicate in X language
5. Value relative to cost and scope