



GLTN Phase 2 Mid-Term Review

Inception Report

MDF Training & Consultancy

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1| Introduction

The Land and GLTN Unit within UN-Habitat hosts the secretariat of the Global Land Tool Network (GLTN), which is a network of over sixty international institutions that was established in 2006 and since then has been working to promote secure land and property rights for all, through the development of pro-poor and gender appropriate land tools. The programme seeks to implement the "Resolution on sustainable urban development through expanding equitable access to land, housing, basic services and infrastructure", GC2317, passed by the 23rd Governing Council in April 2011. The GLTN's objective is to ensure that "International organisations, UN-Habitat staff and related land programmes/projects and targeted national and local governments are better able to improve tenure security of the urban and rural poor." Phase 2 of the programme (2012-2017), seeks to build on the success of the first phase that came to an end in 2011. Phase 2 of the GLTN places emphasis on improving capacity and tools development towards the achievement of tenure security for all in both urban and rural settings. The Project will be implemented in six years with an estimated budget of USD 40 Million where a portion of the budget has been secured from donors.

Three expected accomplishments are expected to contribute to the overall result namely:

Expected Accomplishment 1: Strengthened land related policy, institutional and technical frameworks and tools and approaches to address the challenges in delivering security of tenure at scale particularly for the urban and rural poor;

Expected Accomplishment 2: Improved global knowledge and awareness on land related policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable towards securing land and property rights for all and

Expected Accomplishment 3: Strengthened capacity of partners, land actors and targeted countries, cities and municipalities to promote and implement appropriate land policies, tools and approaches that are pro-poor, gender appropriate, effective and sustainable.

Phase 2 of the GLTN programme is coordinated by the GLTN Secretariat, which is housed within the Land and GLTN Unit of the Urban Legislation and Governance branch of UN-Habitat. The Secretariat is tasked with supporting the planning, implementation, monitoring and evaluation of the activities of the Network in collaboration with partners including at country level.

This MidTerm Review (MTR) is a key activity to establish the progress made in the implementation of the GLTN Phase 2 Programme for the period 2012-2015. The **key objectives** are to inform planning and decision making for the remaining period of the Phase 2 Programme and to provide recommendations for improving programme delivery. The review is part of UN-Habitat's efforts to perform systematic and timely evaluations of its programmes and projects.

The methodology and framework of enquiry have been developed in consultation with the evaluation steering group. The methodology will essentially be qualitative and comprise

document review, interviews with internal and external stakeholders, field visits to selected countries, an online survey, and an approach to triangulation and confidentiality.

2 | Terms of Reference

Evaluation questions

The Mid-Term Review specifically seeks to:

- Establish the level of **progress** made in implementation of the GLTN Phase 2 programme by assessing the results and progress of the programme in terms of effectiveness (outputs achieved against planned outputs) and the efficiency of implementation (output results against inputs and budgets used);
- Assess the **sustainability** of the programme in regard to the design (including its results framework and related strategies), scope, implementation, partnerships, management and steering of the GLTN Network.
- Identify preliminary and emerging **impacts** of the programme and review processes in place to measure impact in the short to longterm horizons.
- Identify **successes, opportunities, challenges and lessons** learned so far from the implementation of the GLTN programme and the management and coordination of the Network.
- Examine the **strategies, modalities and approaches** used at global and country level engagements.
- Assess progress made in implementing the GLTN **capacity development strategy**, with a focus on the nature and extent of its impact on tool development and application by partners including at country level.
- Make **recommendations** based on the findings to support the strengthening and improvement of delivery of the programme and the effective functioning of the Network

The emphasis is on the programme's direction ("Are we on the right track? What are next steps?"), and the structure and functioning of the network's governance.

The questions are subdivided according to the DAC evaluation criteria, which are addressed in the evaluation matrix included in Annex 3.

Process agreements

In terms of the evaluation process, the following has been agreed upon.

MDF will:

- Share draft tools and report for feedback

- Coordinate with the evaluation steering group at the secretariat¹
- Share preliminary findings (draft MTR) at the IAB meeting in July

The GLTN secretariat will:

- Provide support with contact details and names of staff and stakeholders to be interviewed
- Provide support in the arranging of interviews and field visits, and the sharing and follow-up on the online survey
- Provide logistical support for the country visits (organisation of transport, site visits and stakeholder workshop)
- Provide timely feedback to draft versions of tools and report
- Organise for the validation of findings by the secretariat and IAB

3 | Methodology

General

As mentioned above, a combination of methods will be applied during this MTR. The team will make use of document review, interviews with internal and external stakeholders, field visits to selected countries, and an online survey. The sections below highlight two key methodologies: Outcome Harvesting and an approach to investigating network dynamics.

Outcome Harvesting

To assess the programme's effectiveness Outcome Harvesting has been agreed upon as the most appropriate methodology. Outcome Harvesting (OH) collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change. This makes it suited for complex change processes that involve many stakeholders and are difficult to predict, such as lobby and advocacy work.

Unlike some evaluation methods, Outcome Harvesting does not measure progress towards predetermined outcomes or objectives, rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change. In this sense, it is analogous to sciences such as forensics, anthropology, or geology, which interpret events or contributing factors that led to a particular outcome or result by collecting evidence and answering specific questions:

- What happened?
- Who did it (or contributed to it)?
- How do we know this? Is there corroborating evidence?
- Why is this important? What do we do with what we found out?

¹ The steering group so far consisted of key staff at the secretariat. We suggest to include one or two IAB members as well, to ensure easy coordination with all key stakeholders.

Information is collected, or harvested, from the individual or organization whose actions influenced the outcome(s) to answer specific, useful questions. The harvested information goes through a winnowing process during which it is validated or substantiated by comparing it to information collected from knowledgeable, independent sources. The substantiated information is then analysed and interpreted at the level of individual outcomes or groups of outcomes that contribute to mission, goals or strategies and the resultant outcome descriptions are used to answer the questions that were initially posed.

Outcome Harvesting is primarily suited for learning. It is meant to capture progress to date with the aim to draw lessons for the future, and as such fits the ambition of the GLTN review process to inform discussions and recommendations on the future.

The process starts with the identification of useable questions to be answered during the process. These questions need to be agreed upon by the users of the MTR (network and donors) and the harvesters (the MDF team). Keeping in mind the interests and concerns shared so far by various stakeholders we propose to seek answers to the following questions:

1. To what extent have the GLTN tools and approaches contributed to a change in the discourse around land tenure security by policy makers, academics and land professionals?
2. To what extent have the GLTN tools and approaches contributed to a change in land tenure security of the poor and women?
3. What does this mean for the network's strategy?

The next step on the OH path is to establish stakeholder based outcomes and the programme's pathways of change. In the programme's project document activities and high level results have been defined, but the path between these two levels was not articulated. A first attempt at defining stakeholder-based outcomes was made during the inception workshop in Nairobi. The location specific pathways that resulted from that exercise were translated by MDF into a more generic pathway that can be applied throughout the programme. This resulted in a diagram and a final list of outcomes to be harvested (Annexes 1 and 2).

Remaining steps are the following:

- Through desk research, collect information with regard to the achievement of each outcome.
- Verification and completion of these data by the GLTN secretariat
- (Skype) interviews with key stakeholders, both within the network and policy makers and experts outside the network. These interviews will serve (among other things) to substantiate the earlier findings and to collect evidence about the contribution of the programme in the achievement of outcomes.
- Field visits to DRC, Kenya and Uganda, to get a detailed

understanding of the change process at the national and local level as well as the programme's contribution to that change.

- Relating *de facto* outcomes to the pathways of change, to assess to what extent the programme is achieving its objectives and answer the useable questions formulated above.

Network governance structure & functionality

The second important focus is on the network governance and functioning. Critical questions to be answered are:

1. How does the current partnership relate to the network's strategy and ambitions?
2. Is the current governance structure still the most appropriate in view of the development stage of the network?
3. How can the network's functioning & dynamics be optimized?

In the assessment of these aspects of GLTN the following steps have already been applied:

- In a participatory inception workshop (March 3-4) the network's vibrancy (stakeholder participation) and outreach have been mapped
- During the same workshop the influence and interest of external stakeholders have been mapped
- Network partners and International Advisory Board members have been interviewed at the World Bank Conference (March 14-18)
- Network partners and International Advisory Board members have completed a network questionnaire.

Next steps on the path to network assessment are in-depth interviews with key stakeholders and the development and completion of an online survey by network partners.

Selection of sites and Interviewees

The three countries selected for fieldwork were chosen by the secretariat upon consultation with the IAB members. They represent the areas in which GLTN has been most active on the ground.

Field sites and persons for face-to-face interviews will be selected in consultation with the secretariat and implementing agencies in the three countries. The main selection criterion will be to establish a balanced representation of the stakeholders concerned (policy makers, implementing partners, experts, donors and beneficiaries). Partners in the field will be responsible for logistical arrangements, appointments and introductions. To ensure independence the evaluators will conduct the interviews without the presence of programme staff.

Skype interviews will be conducted with IAB members not yet interviewed and with a selection of partners from the various clusters. Since partners in Uganda, DRC and Kenya will be met during field work, the emphasis for Skype interviews will be on partners who are piloting or implementing tools

and approaches in other focus countries of the GLTN programme. The evaluators will select interviewees based on identified gaps in the documentation, and their expertise in specific domains.

Anonymity of interviewees will be ensured and responses will be triangulated and substantiated as much as possible within the scope of this exercise.

*The GLTN
Programme
Pathway of
Change*

The reconstructed pathway of change is illustrated by the diagram in Annex

1. The three colours represent the programme's different spheres:
 1. Sphere of control (red): the intervention level, over which the programme has complete control
 2. Sphere of influence (yellow): the outcome level, which the programme seeks to influence but over which it cannot exert direct control
 3. Sphere of concern (green): the impact level, which provides guidance to the strategic direction of the programme, but which is far removed from its direct control.

The point of departure for the diagram is the GLTN network, including all partners involved in the implementation of the Phase II programme. This means that anything done directly by secretariat or partners belongs to the sphere of control, and what is carried out by government, implementing agencies and grass roots organisations not part of the network is part of the sphere of influence. These roles may in practice not be so clearly differentiated, and stakeholders may find themselves in more than one category.

It is worth noting that a model is never a perfect reflection of reality, and should be understood as a way to visualise the flow of actions and intended results of various stakeholders and the spheres of influence of the programme.

*What the
MTR will not
cover*

The MTR will look at the piloting and implementation of the tools in three focus countries in which the programme has invested most. The team is aware though that different levels of implementation exist and will, to the extent possible, cover implementation in other parts of the world. For obvious reasons this analysis will not have the same depth as in the countries in which field work will be carried out.

In Kenya and Uganda field work will be an add on to data already collected by the previous MTR team and the quality of the analysis will depend to some degree on the quality of the existing reports.

When assessing programme efficiency, the MTR shall not look into the details of procurement processes, since this is beyond the scope of the evaluation, and largely dependent on UN rules.

4| Evaluation stages

Skype & live interviews

In addition to document review and the previously described methodologies the MTR team will carry out targeted in-depth interviews with partners across the various clusters, IAB members and external stakeholders. The list of persons to be interviewed will be established in close coordination with the secretariat.

The interviews will consist of open-ended questions, guided by the questions and instruments already developed, as well as the evaluation matrix. The evaluation team will ensure that each question is answered by at least two (but more if possible) comparable respondents, to allow for triangulation. The confidentiality of each interviewee will be ensured, and names will be registered only for internal identification purposes.

Online survey

The online survey will comprise the questions agreed upon with the secretariat for the network questionnaire used during the World Bank Conference. In addition, some questions will be included that will allow the team to assess the network dynamics. These questions are derived from MDF's Alliance Thermometer, which is a self-assessment tool focusing on the shared ambition, and patterns of exchanging, challenging, structuring, and co-creation.

The online survey will be shared among network partners and IAB members.

Country visits

The country visit to DRC will take five days and include live interviews with partners, implementing agencies, key external stakeholders, and site visits as feasible - to be agreed upon with the secretariat. If possible, programme beneficiaries will be included in the interviews. The country visit will be concluded by a participatory workshop where preliminary findings will be shared and validated.

Option 1: In addition to the country visit to DRC we propose to do additional data collection in Kenya & Uganda, to allow for the assessment of outcomes and contribution. This is an add-on to the present contract, the terms of which will need to be discussed. The level of effort required is the following: per country of 3 days fieldwork + travel + 2 days analysis & reporting * MDF fee). The number of travel days will depend on the chosen itinerary (1-2 per country).

Option 2: To enable the assessment of programme impact beyond East Africa we propose to include additional field work to one country in Asia and one country in Latin America. This would involve the following level of effort:
per country of 5 days fieldwork + 2 days travel + 2 days analysis & reporting * MDF fee).

The evaluators will request GLTN support in arranging the meetings and logistics, including in-country transportation.

*Document
review*

Document review will take place in all stages of the evaluation and will comprise all relevant global and country level documents provided by GLTN, as well as relevant external sources.

Analysis

Documents, survey data and interviews will be analysed with qualitative data analysis software called MAXQDA. This package facilitates comparison, aggregation, triangulation and quantification of qualitative data. This has important benefits in terms of substantiating conclusions and visually presenting the findings.

*Report
writing*

The report will be written in two stages: a draft and final version. The draft report will be shared at an IAB meeting in the first week of July (July 4-5). Feedback from the IAB will be included in the final version of the report.

*Planning
Calendar*

Critical dates after the inception period are the following:

- Document review & Skype interviews: April-May
- Country visits & document analysis: May
- Data analysis and report writing: June
- Presentation of findings at IAB strategic meeting: July 4-5
- Submission of final report: July 8

A detailed calendar is included in Annex 4.

4 | Annexes

Annex 1

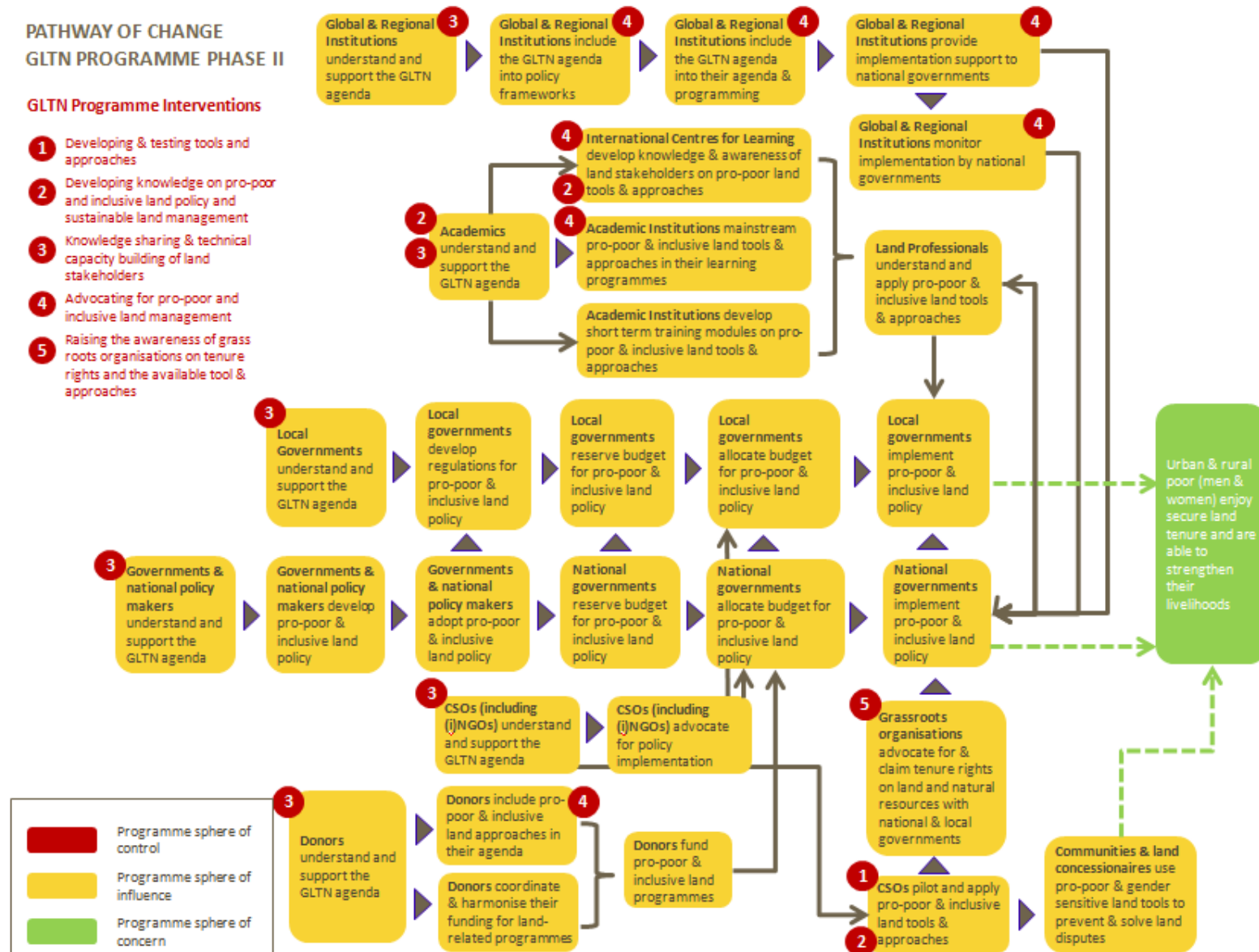
Pathway of Change Diagram

1. Pathway of Change Diagram

PATHWAY OF CHANGE GLTN PROGRAMME PHASE II

GLTN Programme Interventions

- 1 Developing & testing tools and approaches
- 2 Developing knowledge on pro-poor and inclusive land policy and sustainable land management
- 3 Knowledge sharing & technical capacity building of land stakeholders
- 4 Advocating for pro-poor and inclusive land management
- 5 Raising the awareness of grass roots organisations on tenure rights and the available tool & approaches



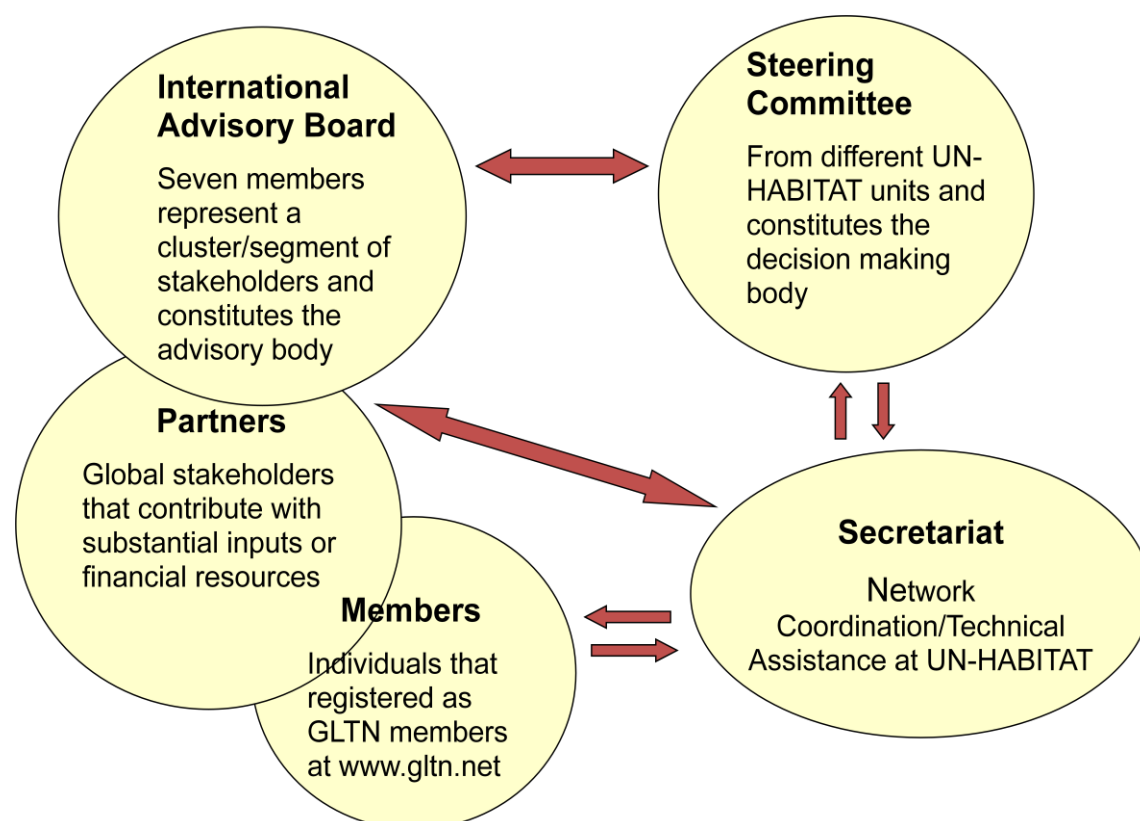
Annex 2

- 1. GLTN Network Questionnaire**
- 2. GLTN Global Outcomes Questionnaire**
- 3. GLTN Regional Outcomes Questionnaire**
- 4. GLTN Country level Outcomes Questionnaire**

GLTN Network Governance Questionnaire

Name	
Organisation	
Role in GLTN	
Date	

1. Please, have a look at GLTN's governance structure:



Do you recognise this structure?

Yes / No / In part

5. Please state, on a scale from 0 - 4, to what extent you agree with the following statements.

0 = Not at all

4 = Very much

Statement	Rating	No opinion
The governance structure is the most appropriate in terms of the network's effectiveness	0 1 2 3 4	
The governance structure is the most appropriate in terms of the network's decision making and shared ownership	0 1 2 3 4	
There is a perfect match between the topics addressed in the network and the partnership composition	0 1 2 3 4	

Statement	Rating	No opinion
The Secretariat in its current composition performs well	0 1 2 3 4	
The clusters in their current composition perform well	0 1 2 3 4	
The International Advisory Board in its current composition performs well	0 1 2 3 4	
It would be better to introduce different levels of membership	0 1 2 3 4	
The criteria to join GLTN need to be revised	0 1 2 3 4	

Please elaborate here if you have any suggestions:

2. What do you see as the main value added of the network?

A. To your organisation:

B. To the land sector:

C. To the reduction of poverty, inequity, and tenure insecurity:

3. Please, describe how you have contributed to the network over the past year.

4. Could you name the 5 GLTN partners with whom you communicate most in the network, and specify the main type of interaction that takes place between you. In the last column mention the number of times that you were in touch over the past year.

GLTN member	Type of interaction (Check)			Frequency of contact in 2015 outside GLTN events
	Information	Consultation	Collaboration	

Can we approach you for a more in-depth discussion at a later stage of the evaluation? Yes / No / Not Sure

GLTN Phase II MTR

Emerging Global Outcomes Questionnaire



Name			
Organisation			
Position			
Interview Date		Interview Time	

For each of the outcomes mentioned on the following pages, kindly follow the procedure described below:

1. Please check the changes that you have observed in the period of 2012 until present.
2. Provide details of the change that you have observed, such as the nature, the year and the place, as well as the significance of the change.
3. Kindly rate the Global Land Tool Network's contribution to the change as compared to other possible factors or players, on a scale from 0-4.

0 = no contribution by GLTN

1 = small contribution by GLTN

2 = moderate contribution by GLTN

3 = important contribution by GLTN

4 = change due exclusively to GLTN

NB: Please not that "GLTN" refers to the network as a whole, including all of its members and the secretariat.

1. Change	Check	2. Description of the change observed (2012-2015)	3. GLTN's contribution
Global land policy stakeholders endorse the continuum of land rights (customary & informal land rights and women's & youth land rights)			0 1 2 3 4
Global policy frameworks include pro-poor land approaches			0 1 2 3 4
Global policy frameworks include GLTN tools and approaches to monitor the implementation of pro-poor gender sensitive land policies by national governments			0 1 2 3 4
International GLTN partners (incl. your organisation) include GLTN values and agenda in their own strategies and programming			0 1 2 3 4
International GLTN partners mobilise own resources to implement GLTN agenda			0 1 2 3 4
Global platforms provide implementation support of GLTN tools and approaches to national governments			0 1 2 3 4
Donor organisations understand how land issues influence larger development outcomes and support the GLTN agenda through funding			0 1 2 3 4

1. Change	Check	2. Description of the change observed (2012-2015)	3. GLTN's contribution
International academic institutions mainstream pro-poor and inclusive land tools & approaches in their learning programmes			0 1 2 3 4
International centres for learning develop knowledge & awareness of land stakeholders on pro-poor land tools & approaches			0 1 2 3 4

Are there other results GLTN has achieved, which were not mentioned above?

Other results:

What do you think are the three utmost important things for GLTN for the way forward?

1.

2.

3.

GLTN Phase II MTR

Emerging Regional Outcomes Questionnaire



Name			
Organisation			
Position			
Interview Date		Interview Time	

For each of the outcomes mentioned on the following pages, kindly follow the procedure described below:

1. Please check the changes that you have observed in the period of 2012 until present.
2. Provide details of the change that you have observed, such as the nature, the year and the place, as well as the significance of the change.
3. Kindly rate the Global Land Tool Network's contribution to the change as compared to other possible factors or players, on a scale from 0-4.

0 = no contribution by GLTN

1 = small contribution by GLTN

2 = moderate contribution by GLTN

3 = important contribution by GLTN

4 = change due exclusively to GLTN

NB: Please not that "GLTN" refers to the network as a whole, including all of its members and the secretariat.

1. Change	Check	2. Description of the change observed (2012-2015)	3. GLTN's contribution
<p>Regional platforms</p> <p>1. Include GLTN tools and approaches in their agenda and programming</p> <p>2. provide implementation support of GLTN tools and approaches to national governments</p> <p>3. use GLTN tools to monitor the implementation of pro-poor gender sensitive land policies by national governments</p>			<p>0 1 2 3 4</p>
<p>Land policy stakeholders operating at regional level acknowledge customary & informal land rights in continental frameworks</p>			<p>0 1 2 3 4</p>
<p>Land policy stakeholders operating at regional level acknowledge women's and youth land rights in continental frameworks</p>			<p>0 1 2 3 4</p>
<p>Regional centres for learning develop knowledge & awareness of land stakeholders on pro-poor land tools & approaches</p>			<p>0 1 2 3 4</p>
<p>Regional land related programmes & initiatives implement GLTN tools and approaches</p>			<p>0 1 2 3 4</p>

Are there other results GLTN has achieved, which were not mentioned above?

Other results:

What do you think are the three utmost important things for GLTN for the way forward?

1.

2.

3.

GLTN Phase II MTR

Emerging Country level Outcomes Questionnaire



Name			
Organisation			
Position			
Interview Date		Interview Time	

For each of the outcomes mentioned on the following pages, kindly follow the procedure described below:

1. Please check the changes that you have observed in the period of 2012 until present.
2. Provide details of the change that you have observed, such as the nature, the year and the place, as well as the significance of the change.
3. Kindly rate the Global Land Tool Network's contribution to the change as compared to other possible factors or players, on a scale from 0-4.

0 = no contribution by GLTN

1 = small contribution by GLTN

2 = moderate contribution by GLTN

3 = important contribution by GLTN

4 = change due exclusively to GLTN

NB: Please not that "GLTN" refers to the network as a whole, including all of its members and the secretariat.

1. Change	Check	2. Description of the change observed (2012-2015)	3. GLTN's contribution
<p>National policy makers and/or government (circle the one most appropriate for your country):</p> <p>1. Acknowledge continuum of land rights</p> <p>2. Develop pro-poor and inclusive land policy</p> <p>3. Adopt pro-poor and inclusive land policy</p> <p>4. Reserve budget for pro-poor and inclusive land policy</p> <p>5. Implement pro-poor and inclusive land policy</p>			<p>0 1 2 3 4</p>
<p>Donors operating at country level:</p> <p>1. Acknowledge the continuum of land rights</p> <p>2. Include pro-poor and inclusive land tools and approaches in their agenda</p> <p>3. Implement pro-poor and inclusive land programmes</p>			<p>0 1 2 3 4</p>
<p>Donors operating at country level coordinate and harmonize their funding for land-related programmes</p>			<p>0 1 2 3 4</p>
<p>Land related programmes & initiatives implement GLTN tools and approaches</p>			<p>0 1 2 3 4</p>

Academics mainstream pro-poor and inclusive land tools & approaches in their learning programmes			0	1	2	3	4
Local government (circle the one most appropriate for your country): 1. Develops regulations for a pro-poor and/or gender sensitive land policy 2. Reserves a budget for a pro-poor and/or gender sensitive land policy 3. Implements a pro-poor and/or gender sensitive land policy			0	1	2	3	4
CSOs (circle the one most appropriate for your country): 1. Acknowledge the continuum of land rights 2. Pilot and apply pro-poor and inclusive land tools and approaches			0	1	2	3	4
Grass roots organisations advocate for and claim their tenure rights on land and natural resources with the central and local government			0	1	2	3	4
Communities and land concessionaires use pro-poor and gender sensitive land tools to prevent and solve land disputes			0	1	2	3	4

* Inclusive means acknowledging the right to tenure security for women & youth and taking into account the interests of all citizens with a claim to land.

Are there other results GLTN has achieved, which were not mentioned above?

Other results:

What do you think are the three utmost important things for GLTN for the way forward?

1.

2.

3.

Annex 3

GLTN Evaluation Matrix

GLTN Evaluation Matrix

Criterion	Questions	Level	Clarification questions / comments	Source	Method
Relevance	1.1 To what extent are the objective and implementation strategy of GLTN Phase 2 programme consistent with UNHabitat strategies and responsive to UNHabitat's Medium Term Strategic and Institutional Plan and Strategic Plan?	Global		Internal documents	Document review, interviews GLTN and UN Habitat staff
Relevance	1.2 How relevant are the GLTN project objective, expected accomplishments and outputs within current global, regional and national priorities and trends in tenure security and land sector management.	Mixed		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GLTN partners and external actors, field visits
Relevance	1.3 How relevant is the GLTN programme and network to intended beneficiaries, partners and donors?	Mixed	Who are the beneficiaries? Partners, poor, women, governments?	Internal & external documents, GLTN staff and partners, external stakeholders	Document review, interviews GLTN and implementing partners & external stakeholders , field
Relevance	1.4 How responsive to the needs of the GLTN partners are the network structures put in place to manage the activities of the network?	Global		Internal documents, GLTN staff and partners	Document review, interviews GLTN staff and partners, online survey
Relevance	1.5 How relevant are the strategies put in place to further the work of the network (capacity development strategy, partnership and communication strategy, country implementation plan)?	Mixed		Internal documents, GLTN staff and partners	Document review, interviews GLTN staff and partners
Relevance	1.6 Do the planned GLTN results respond to the gaps identified in the land tenure security sector at the global, regional and national levels?	Mixed	Is there a major difference between this question and question 1.2?	Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GLTN and implementing partners & external stakeholders, field visits
Effectiveness	2.1 Have the implemented GLTN activities resulted in the expected outputs and will these outputs contribute to the achievement of the expected accomplishments? Or how likely are they to be achieved in line with the Theory of Change (i.e., causal pathways) of	Mixed	The MTR will focus more on outcomes than on outputs, as this is the most interesting result level and the less obvious level to capture through programme	Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, ToC reconstruction, interviews GLTN and implementing partners & external stakeholders , field visits
Effectiveness	2.2 How effectively have GLTN Phase 2 programme strategies been communicated and taken on board/adopted by relevant stakeholders and decisionmakers externally and internally (within UNHabitat)?	Global		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GLTN and implementing partners & external stakeholders , field visits, online survey
Effectiveness	2.3 Is there a clear causal link at each stage of the GLTN results chain from output, expected accomplishments and project objective (based on theory of change and integrated with the logical framework)?	Global	A results chain has not been developed by GLTN but a <i>de facto</i> results chain will be reconstructed during the MTR process and causal relations assessed through OH.	Internal documents	Document review
Effectiveness	2.4 What monitoring mechanisms and tools (indicators, tools and means of verification) have been identified to track the progress of the programme and is monitoring information delivered in a timely and meaningful way? Are the result indicator targets set realistic and achievable?	Global		Internal documents, GLTN staff and partners/donors	Document review, interviews with GLTN staff and partners
Effectiveness	2.5 What types of products and services is GLTN providing to beneficiaries and what kind of positive changes have resulted or are likely to result from products and services delivered?	Mixed	Who are the beneficiaries? Partners, poor, women, governments?	Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GLTN and implementing partners & external stakeholders , field visits, online survey
Effectiveness	2.6 What perception do GLTN partners have of the Network and the GLTN programme effectiveness in the delivery of planned outputs and activities?	Global		Internal & external documents, GLTN partners	Document review, interviews with GLTN staff and partners, online survey
Effectiveness	2.7 How effective is GLTN in engaging partners, other UNHabitat units and key stakeholders on its objectives and principles? What factors contribute or inhibit the effectiveness of GLTN?	Global	Who are the key stakeholders?	GLTN staff and partners, UN Habitat staff, key stakeholders	Document review, interviews GLTN and implementing partners & external stakeholders, online survey
Efficiency	2.8 How efficiently have resources (both financial and technical) been used to deliver the outputs of the GLTN Programme so far?	Global	This requires detailed financial reports and budgets, including at the level of the	Internal & external documents, GLTN staff and partners	Document review, interviews GLTN staff and partners

Criterion	Questions		Level	Clarification questions / comments	Source	Method
Efficiency	2.9	What factors or type of obstacles (institutional, administrative, financial and managerial) contribute to or inhibit the efficient implementation or management of the network and the programme affecting cost-effectiveness?	Global		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GTLN staff and partners, online survey
Efficiency	2.10	What perceptions do partners, donors and key stakeholders have on the efficiency in GLTN?	Mixed	Who are key stakeholders?	GLTN partners, donors and key stakeholders	Document review, interviews GTLN staff and partners/donors
Impact Outlook	3.1	What preliminary and emerging impacts, if any, can be attributed to the implementation of the GLTN programme so far? (Use of the 18 tools and approaches, implementation of the capacity development strategy, rollout of country level engagement)	Mixed		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews GTLN staff and partners, contribution analysis
Impact Outlook	3.2	What is the likelihood that GLTN will contribute to positive (or negative) impacts in the land sector and specifically on tenure security?	Mixed		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Interviews GLTN partners, implementing partners, external stakeholders
Sustainability	4.1	From preliminary observations, is there an indication that the results achieved so far by the GLTN Phase 2 project can be sustained or replicated without the support of the GLTN Secretariat?	Mixed		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Interviews GLTN partners, implementing partners, external stakeholders, field visits
Sustainability	4.2	To what extent have provisions been made for or are plans in place for an exit strategy of activities coming to an end at the end of Phase 2 at UNHabitat and by partners?	Mixed		Internal documents, GLTN staff and partners	Document review, interviews with GLTN staff and partners
Integration of cross cutting issues	5.1	How effective is the GLTN in ensuring that crosscutting concerns such as gender, youth, human rights, climate change, land indicators, capacity development, and grassroots engagement are incorporated in the design, planning, implementation and results achieved so far? How can this be further improved?	Mixed		Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Document review, interviews with GLTN staff and partners, field visits
Additional Questions	6.1	Development of national capacities to enable national stakeholders in implementing secure tenure and land sector management.	National	Should this be read as follows: "To what extent did the programme enhance the technical capacities of stakeholders in target countries in secure tenure	Internal & external documents, GLTN staff and partners, implementing partners, external stakeholders	Interviews GLTN partners, implementing partners, external stakeholders, field visits
Additional Questions	6.2	GLTN coherence with the New Urban Agenda and added value.	Global	What is the institutional relation between GLTN and Habitat III?	Internal documents, GLTN staff and UN Habitat staff	Document review, interviews with GLTN staff and UN Habitat staff

Annex 4

GLTN Evaluation work plan

Work Plan - GLTN MTR

[illegible]

Annex 5

List of Persons interviewed

No.	Name	Organisation	Country	Cluster	Interview	Governance questionnaire
1	Kees de Zeeuw & Christian Lemmen	Kadaster International	Netherlands	International Professional Bodies	Outcomes	√
					<ul style="list-style-type: none"> • Global • Country 	
2	Frits van der Wal	Dutch Ministry of Foreign Affairs	Netherlands	Bilateral Organisations	General	
3	Jan Peterson	Huairou Commission	USA / Global	Rural/Urban International Civil Society Organisations	General	
4	Patricia Queiroz Chaves	Huairou Commission - Espaço Feminista	Brazil	Rural/Urban International Civil Society Organisations	Outcomes	
					<ul style="list-style-type: none"> • Country 	
5	Harold Liversage	IFAD	Italy / Global	Multilateral Organisations	Outcomes	√
					<ul style="list-style-type: none"> • Global • Regional • Country 	
6	Michael Taylor	ILC	Italy / Global	Rural/Urban International Civil Society Organisations	General	
7	Remy Sietchiping	UN Habitat / former GLTN staff	Kenya		General	
8	Jaap van Zevenbergen	University of Twente	Netherlands	International Training / Research Institutes	Outcomes	√
					<ul style="list-style-type: none"> • Global 	
9	Naome Kabanda	Ministry of Land	Uganda	-	Outcomes	
					<ul style="list-style-type: none"> • Country 	
10	Chee hai Teo	Former President FIG	Malaysia / Global	International Professional Bodies	Outcome	√
					<ul style="list-style-type: none"> • Global 	
11	Steve Ouma	Pamoja Trust	Kenya	Rural/Urban International Civil Society Organisations	Outcomes	√
					<ul style="list-style-type: none"> • Country 	
12	Helge Onsrud	Statens Kartverk / representative Norwegian Ministry of Foreign Affairs	Norway	International Professional Bodies	Outcomes	√
					<ul style="list-style-type: none"> • Global 	

13	David Mitchell	RMIT	Australia	International Training / Research Institutes	Outcomes	√
					• Global	
14	Thea Hilhorst	World Bank	USA	Multilateral Organisations	General	√
15	Clarissa Augustinus	Former GLTN Unit leader			General	
16	Remy Sietchiping	UN Habitat / former GLTN staff	Kenya		General	
17	David Stanfield	Former MTR consultant			General	

Annex 6

Answers to comments on inception report

Answers to Comments on Inception Report

Comments		Refers to	Explanation
Introduction – linkage between UN-Habitat and GLTN			
1	It is important to define clearly and accurately the relationship between GLTN and UN-Habitat, also to capture the dynamics of the network. In some parts it is mentioned that GLTN is implementing the UN-Habitat agenda, e.g. implementing resolution GC2317 and with the implementation of the UN-Habitat strategic plan as also suggested in the 1.1 of the evaluation framework in Annex. But the strength of GLTN is the broad coalition of partners, within which UN-Habitat is one of the partners, although it plays a key role through the steering committee and by hosting the secretariat and assigning staff.	ToR information.	In the MTR GLTN is taken as the coalition of partners, not just a body within UN Habitat.
2	The 2011 Resolution GC 2317 is a useful reference point, but looking holistically at the original impetus, evolving challenges and developmental linkages of the land sector would help the team problematise and focus better on the nature, scope and mission of GLTN and partners.	ToR information.	Indeed the impetus, challenges and developmental linkages of the land sector are taken as reference, especially in the context of the programme Phase 2.
3	Be more specific on who comprises the ‘evaluation steering group’ (Secretariat, UN-Habitat Evaluation Unit, IAB, etc.).	page 5 (methodology).	Included in inception report
4	Among the objectives there is also: informing the design of the GLTN Phase 3 phase.	Key objectives in the inception report are taken from the ToR. This new objective was not mentioned in ToR, but part of strategic process.	As the objectives concern the Programme Phase 2, they do not directly address the design of GLTN Phase 3. However, the entire MTR will be used for the strategic discussions on how to design Phase 3 and the strategic meeting in July will be the start of it.
5	It is important to note that tenure security is a complex venture but that there are variables that render it much more challenging, for example dimensions of land governance deficit, contestation through customary and uncertain frameworks, or post-conflict contexts (none of which are acknowledged). For a realistic review, it is hoped that the MTR will consider the inherent complexity as well as multiple settings GLTN works in.	Refers to the complexity of the land sector at different levels.	The complexity of the context of GLTN is indeed very important, and is exactly the reason why the MTR focuses on outcome level. The methodology is chosen to make the complexity come out and to indicate GLTN's position in it.
6	Need to appreciate that the twin priorities of GLTN Phase II are tools implementation and capacity development, which is capacity to implement and capacities of partners and stakeholders as change agents, linked to sustainability. Contrary to GLTN capacity development strategy, the Annex refers only to training though our cluster and other partners have rather diverse and participative methods of enhancing capacity at all stages and levels.	Concern from the training & research cluster.	As the method goes down from outcome to output, it will become clear how and why changes occurred. Including the different methods used by partners.
MTR objectives (Terms of Reference)		Refers to	Explanation
7	A section on MTR limitation (what will MTR not do) is missing and should be included in the inception report too.	Missing chapter	Included in inception report
8	There is a clear focus on effectiveness, but far less on sustainability and nothing on efficiency, which are very crucial components for a vivid and influential network.	This reflects the type of questions as stated in the ToR (7 for effectiveness, 3 for efficiency).	In Annex 3 for some reason efficiency questions were added under the effectiveness questions. However, they are foreseen and secretariat and cluster documents should give insight in them, together with the interviews. This time Annex 3 does indicate the efficiency questions more clearly.
9	More details are needed on how the efficiency of the GLTN Secretariat will be established, including the relation between UN-Habitat and GLTN, programme management, M&E, HRM, financial management, procurement, planning, and reporting.	This comment seems to fit the evaluation question 2.9. as presented in Annex3.	Included in inception report
10	The efficiency, effectiveness and sustainability of other GLTN bodies, such as the IAB and the Steering Committee also need to be assessed.	Network dynamics (was not part of the ToR).	In the online questionnaire and the interviews concerning the 'governance structure' the efficiency, effectiveness and sustainability are addressed.

11	Better unpacking of GLTN Secretariat processes would be useful for consolidation and planning ahead.	Internal processes of the Secretariat in relation to the network.	In the online questionnaire and the interviews concerning the 'governance structure' the internal processes are addressed.
12	Need better unpacking of process agreements, and the roles of the IAB and Steering Committee should be included.	Network dynamics (was not part of the ToR).	In the online questionnaire and the interviews concerning the 'governance structure' the internal processes are addressed.
Methodology		Refers to	Explanation
13	More attention / information needs to be included on the “outcome harvesting” methodology & questions for the effectiveness of the GLTN network ways of working to develop the tools and the ‘change agent coalitions” that are at the basis of the “GLTN agenda” (see annex 1 on pathway of change- is the agenda defined as one vision or is his articulated at the tool level?)	Need for more explanation.	Included in inception report
14	The key questions for the outcome harvesting seem more impact oriented (1 and 2) than outcome, and it will be very difficult to attribute to any changes found to the GLTN, as the global work is also done in coalition (and these other coalitions also include GLTN partners).	Useable questions formulated at higher level than outcome level, while the methodology indicates to focus on outcome level.	The findings with regard to outcomes will lead towards an estimate of the higher level, useable questions. These questions are to guide the process; even if we do not necessarily expect a rigorous answer at that level, they are import stips on the horizon, given the programme's goal.
15	The methodology on assessing the functioning of the network seems to be presented in a rather superficial way. What is needed is a list of questions or a model that makes clear what components are seen as most important or relevant in the context of GLTN.	Network dynamics (was not part of the ToR).	A list of questions on the functioning of the network is included in the online questionnaire, which is also used for interviews (see Annex.
16	On p. 5 under Outcome Harvesting question 3, add: “To which extend GLTN partners contribute to tool development and implementation in the prospect of maintaining the vibrancy of the network? (tool development is always an opportunity to demonstrate the network dynamic)	Vibrancy of the network in relation to tool development.	Secretariat will select two or three tools that will be followed throughout the research (desk review, interview and field visits). This will give the chance to look at the network dynamics around these tools.
17	On p.6 under Network governance structure & functionality, add a question 4. “What is the added value of the Network in the land governance discourse overall?”	Coinciding with question 1.6 of the Evaluation matrix of Annex 3.	The <i>added value of the network in the land governance discourse overall</i> is part of the review done of the programme (outcome level), so will certainly be addressed.
18	Not sure we can say on p.4 that ‘the final list of outcomes to be harvested was validated by the MTR Steering Committee”. If the validation of the specific outcomes proposed is one of the objectives of the inception report, this should be clearly stated in Annex 1 and make it clear to the reviewers of the inception report.	It is proposed, not validated yet.	Changed in inception report
19	The countries to be visited are DRC, Kenya and Uganda. This should be clearly stated in the inception report.	In agreement with Secretariat DRC, Kenya and Uganda are the selected countries to visit.	Included in inception report
20	Clarify better who is part of the ‘GLTN Team’.	page 6 - in this case it refers to GLTN Secretariat.	Changed in inception report
On evaluation stages		Refers to	Explanation
21	Clear criteria against which data collection methodologies are selected are needed.	The proposal explained why these methodologies were proposed.	The complexity of the context of GLTN and its' programme asked for a methodology (in this case Outcome Harvesting) that intends to capture change within all its' complexity.
22	Principles and criteria against which the MTR team is selecting interviewees and field site visit are needed.	Unclear explanation.	Included in inception report
23	For people to be interviewed and questions to be posed (online survey) it would be good that MTR team and Secretariat propose draft and IAB can comment within set deadlines.	In the Annexes of the inception report questions and statements to be used for interviews and survey and a list of organisations to be interviewed were presented. It may have been difficult to open the Annexes.	If we open another round of comments we fear we will have major difficulty to come to results before the (advanced) deadline of the report. The MTR team will do all effort to assure the quality of the questions and statements and will check with Secretariat if the right people are interviewed. We are always open for suggestions, so if you like to suggest someone in particular, please let us know!

24	Option 1 is the preferred one (contractual details not needed in the report, unless a separate table is included with such details for each stage of the work, which is probably not needed here).	In agreement with Secretariat DRC, Kenya and Uganda are the selected countries to visit.	Included in inception report
25	On country level work, it is important to note the difference between countries where there is (a relatively new/young) country strategy and countries where GLTN partners are applying tools in their own country programmes. The question which of these 2 methodologies is most effective, efficient and sustainable is important and should be assessed when addressing issues around attribution/added value/catalytic & strategic behavior.	Difference of GLTN intervention levels at country level.	Included in inception report
26	It is important to tackle the issue of attribution, as the MTR should provide food for thoughts on what the GLTN secretariat should and should not do to be as impactful as possible.	Tools and attribution.	Due to the complexity of the context the MTR will focus on contribution and less on attribution. Contribution is an essential part of the methodology of Outcome Harvesting, so the results of the MTR in that sense will give insight in the 'impactfulness' of GLTN.
27	One way of approaching "effectiveness" could be to focus on a few selected tools considered successful and few others at different stages of development / success.	Effectiveness related to tool development.	Secretariat will select two or three tools that will be followed throughout the research (desk review, interview and field visits).
28	The Gender Evaluation Criteria is recognized as one of the key contributions of GLTN and it would be helpful to reflect on how to assess this contribution, which is carried out by diverse partners, at various levels and as a cross cutting issue. (Cross cutting dimensions need better attention of the team).	Effectiveness related to tool development.	GEC could be one of the tools selected by the Secretariat, related to the explanation above.
29	The draft report should be done by the last week of June. The IAB meeting should take place within dates to be agreed upon between the last week of June and the first two weeks of July (remove specific days for the moment).	Strategic meeting in July.	Date is set on the 4-6 of July 2016.
Pathway of change diagram - more comprehensive explanation of the diagram is needed		Refers to	Explanation
30	Not clear what is this diagram and how to read it. Explanation is needed.	More explanation needed.	Included in inception report
31	What is the origin of the 5 red GLTN programme interventions? How are these interventions related to the 3 expected achievements? Are these really THE 5 categories of interventions?	Origin of programme interventions and their relation to Expected Achievements	The five red GLTN programme interventions come from the inception workshop held with the Secretariat early March. The three expected achievements are formulated at a higher level and thus are more difficult to link directly to the intervention level. The five programme interventions are the starting point; perhaps we will find in the course of the evaluation that other interventions need to be added. Some of the actions which are now described as the programme's Sphere of Influence (yellow), may turn out to be directly under the control of the programme (for example if GLTN partners are directly involved in the piloting and implementation of tools). The diagram should be considered a live document and, although as a model it will never perfectly capture the reality, it will be updated in the process when the need arises.
32	Is the box with land professionals properly placed. Shouldn't they either be part of the government & policy makers (strange formulation!) box or become separate flow next to the other stakeholder groups (especially if we think that the private sector land professionals play an essential role as well)	Place of land professionals in relation to government.	We are aware that the land professionals are mostly government as well, but by separating the two groups we mean to distinguish between decision making authorities and executives.
33	Should donors be mentioned so explicitly in this scheme or aren't they just partners that fit in the boxes of governments, international organisations, CSOs etc.?	Place of donors in overall ToC.	Technically donors indeed are part of governments. However, in the case of GLTN donors can play a special role in the land sector, and therefore is worthwhile to mention separately.

34	Why CSO's and grass root organisations are different entities in the pathways?	Relation between CSOs and grass root organisations.	Indeed grass root organisations are CSOs. However, looking at the context in which GLTN tools and concepts are developed and implemented, there is a special role grass root organisations can play in testing tools and in putting pressure on local and national gov'ts for change. This is why it is mentioned separately. CSOs refer to organisations such as (I)NGOs.
35	The international NGO's are missing or meant to be the CSO's in this scheme?	Place of (I)NGOs in the ToC.	(I)NGOs are included in the CSOs.
36	Some unpacking of the box 'global and regional institutions' could be beneficial in taking into account the various roles these organisations play in real life.	Generic term of glocal and regional institutions.	Indeed global and regional institutions could be unpacked. We feel that for now this indication serves the purpose of the visualisation. If during the MTR this turns out differently we will be happy to change it.
41	The role of the research and training cluster (the largest GLTN cluster) is captured reasonably well. For example under outcome harvesting, the extent to which GLTN has contributed to 'change in discourse by policy makers, academics and land professionals' is queried (why not civil society?). The diversity of the academic cluster and the central role of research in GLTN tool development should be better recognized (the latter is missing).	Exclusion of CSOs in useful question & diversity of academic cluster.	Indeed it is useful to add Civil Society in the useful question, we will do so, because information will be gathered here as well. As for the diversity of the academic cluster and the role of the research in the tool development, this indeed is an important part of the GLTN programme. For the MTR this belongs to the 'output' part, your sphere of control, so is addressed in the red buttons in the theory of change, because the yellow boxes concern the outcomes/'behavioral change of targeted actors' you like to push with your outputs.
37	Is the pathway of change diagram and attributions (sphere of control numbers) indeed what will be measured? It seems to me that the link between "GLTN interventions" and "GLTN agenda" needs to be better articulated & developed – as the attribution question may be more at the relation between intervention and agenda, and the "GLTN interventions" as such, as this is what is really under "control" of the program, determines relevance and effectiveness, and thus the (potential) traction of the "GLTN agenda".	Not sure what is exactly meant.. Maybe the need is felt to have a more elaborate ToC, with more detailed steps..?	
38	The various stakeholders are outlined well, but the map, though helpful, looks more like a relay race or industry production line. It suggests that the academics (for example) perform at the initial stages and retire thereafter, while in reality the tool making process is cyclic, dynamic and multi-stakeholding with continuing inputs into all stages. A review of the specific tools will help explain otherwise.	ToC visual.	The cyclic aspect would be better represented through a loop-shape. It is not possible though to capture the various tracks of the different stakeholders and at the same time make the loop-shape. We propose to include this as a second image in the MTR report.
MTR schedule		Refers to	Explanation
39	It needs to be clearer who does what – clear roles and responsibilities in the MTR team, with names of specific individuals, noting that the GLTN MTR process should not be scattered among too many individuals.	Referring to division of work internally in the MTR team.	This will be discussed directly with the Secretariat.
Additional inputs		Refers to	Explanation
40	Expected Accomplishment 2 on knowledge and awareness needs to be acknowledged as a key element for 'securing land and property rights for all'. This human rights based approach is an underlying theme and aspiration and the team would do well to explore further the GLTN contribution towards conceptualisation, for example 'the continuum of rights' and work toward MDGs/SDGs.	HRBA as underlying theme and aspiration of GLTN	Indeed the human rights based approach is an important ingredient and aspiration of GLTN. It has not been a clearly identified objective of the GLTN Programme Phase 2, nor of the ToR. However, it will come back in the findings and it is very valuable input for the strategic meeting in July.
Structure		Refers to	Explanation
42	The structure is good overall.	Thank you.	
43	The Annexes should be included in the document (not linked to it) to make it easier the reading of the document.	Unable to open the links.	Annexes will be added fully to the adjusted report.