



Terms of Reference (ToR)

**Final evaluation of the DGD Funded Programme:
'Protection des communautés, peuples indigènes et
leurs forêts tropicales' (2017-2021)**

WWF-Belgium

Final version (15 September 2021)

Programme title	Protection des communautés, peuples indigènes et leurs forêts tropicales
Programme Locations	Cambodia, DRC, Ecuador
Names of Project Executants (WWF Office, name of project managers)	WWF Belgium <ul style="list-style-type: none"> • Nima Raghunathan • Pauwel De Wachter • Mone Van Geit • Maria José Alencastro
Programme Duration (from start year)	2017 – 2021
Period to Be Evaluated	1 st January 2017 – 31 st December 2021
Potential Sites to Visit	<ul style="list-style-type: none"> • <i>Cambodia</i> – Kratie Province • <i>DRC</i> – Mai Ndombe and North Kivu Provinces • <i>Ecuador</i> - Putumayo, Pastaza and Mira-Mataje basins
Programme Budget	12M €
Names of Implementing Partners	<ul style="list-style-type: none"> • <i>Cambodia</i>: WWF Cambodia, Forests and Livelihood Organization (FLO), Cambodian Youth Network (CYN) • <i>DRC</i>: WWF RDC, Demarche pour une Interaction entre Organisations de Base et Autres sources de Savoirs (DIOBASS Kivu), Mbou Mon Tour (MMT) • <i>Ecuador</i>: WWF Ecuador, Fundación Altrópico, CONFENIAE (Confederacion de nacionalidades indigenas de la Amazonia Ecuatoriana), Ecominga, UDLA (Universidad de las Americas)

PROGRAMME OVERVIEW

The “*Protection des communautés, peuples indigènes et leurs forêts tropicales*” programme is a WWF Belgium programme, funded by the Belgian Directorate-general Development Cooperation and Humanitarian Aid (DGD). The main goal of this 5-year programme (2017-2021) is to reduce deforestation and its negative impact on the socio-economic situation of local communities in 3 countries: Cambodia, Ecuador and DRC (Mai Ndombe and North Kivu provinces).

Even if the specificities vary according to the local context, the negative impacts of deforestation on the local populations remain similar: whether through agricultural expansion, logging or exploitation of extractives; deforestation alters a whole range of ecosystem services such as the level and the quality of available water, but it also affects the traditional cultural values, whether it be in terms of spirituality or traditional medicine; it also impacts local communities' resilience to changes in climate, livelihoods and well-being.

The programme consists of 4 projects, each one related to a specific geography/landscape:

- Cambodia - Local communities, residing along the Mekong River in Kratie province achieve land security, enabling livelihood improvement, sustainable forest management and biodiversity protection.

- Ecuador - The Ecuadorian communities of the Mira, Pastaza and Putumayo basins improve their living standards and their socio-economic situation, thanks to better forest conservation and more sustainable production systems.
- DRC / Mai Ndombe - Women and Men of the rural communities of the Bolobo territory dependent on the forest ecosystems improve their well-being by appropriating the governance and sustainable management of their natural resources
- DRC / North Kivu - Women and men of the communities living in the surroundings of the Virunga National Park improve their well-being and their socio-economic development through a better and more sustainable valorisation of their forest resources

The detailed description of the programme and its 4 projects can be found in attachment (annex 1), as well as an update on the main changes in the project context since the start of the projects in 2017 (annex 2). Please also note that the projects in Cambodia and North Kivu underwent a midterm evaluation in 2018/2019. The reports of this midterm evaluations can be found in attachment as well (annex 3 and 4).

EVALUATION PURPOSE, USE, AND SCOPE

Purpose

The primary purpose of this independent evaluation required by DGD is to both account for the results achieved by the programme between 2017 and 2021 and to draw a set of lessons learned and recommendations that will guide WWF Belgium's future strategies, programmatic priorities, and implementation approach. It will detail how and to what extent the results were achieved (and if not, why), to further improve effectiveness and impact before scaling up and/or replicating these actions. The evaluation will capture the main challenges faced, as well as the programme's adaptability to respond to these. Moreover, WWF Belgium would also welcome specific recommendations when it comes to programme sustainability.

Intended use

The findings, conclusions and recommendations will be used to inform DGD, WWF Belgium, WWF country offices, stakeholders and partners. The final evaluation report and its managerial response will also be made public and published online to improve the transparency and accountability of all the parties involved in the implementation. This evaluation will form an integral part of the formulation of the follow-up phase expected to be funded by the DGD (2022-2026). A first version of the follow-up phase (DGD II) was already submitted to DGD on 30/7/21. Input of this evaluation could be integrated when reviewing the proposal after the reception of DGD's comments on the first version (December 2021).

Scope of the work

The scope of the Final Evaluation is to provide WWF and stakeholders with an independent assessment of the progress made towards the set targets as per the programme Results Framework in order to ensure its delivery. The Final Evaluation will review the Relevance of design, Effectiveness, Efficiency of planning and implementation, Impact, and Potential for sustainability and replication. Importantly, the review will also look at the DGD transversal themes (Environment and Gender). Issues or factors that have impeded or accelerated the implementation of the project or any of its components, including actions taken and resolutions made should be highlighted. It will also assess the project's progress towards the end targets and the factors affecting successful implementation and achievement of results.

EVALUATION CRITERIA AND GUIDING QUESTIONS

The evaluation will be based on the 6 evaluation criteria of the [OECD DAC](#) - Relevance, Coherence, Effectiveness, Efficiency, Impact and Sustainability. In the following table, these criteria are finetuned through the formulation of general evaluation questions, which will have to be addressed for each of the projects:

Criteria	Evaluation questions
<i>Relevance</i>	<ul style="list-style-type: none"> ○ Assess the extent to which the project responded to the needs of the local population ○ Assess if the major hypotheses, risks or assumptions identified during programme formulation still holds. Were the hypotheses and assumptions relevant? Were certain risks overlooked? ○ To what extent was gender and LNOB principle embedded in the project implementation and drive change?
<i>Coherence</i>	<ul style="list-style-type: none"> ○ Assess to what extent did the project take into account potential interactions with other WWF activities? ○ Did the project design and implementation consider the activities of other NGOs, local governments, CSOs? ○ Assess to what extent the project contributed the respective geographical Joint Strategic Framework (framework for the Belgian non-governmental cooperation in a specific country)
<i>Effectiveness</i>	<ul style="list-style-type: none"> ○ Assess the project's achievements to date in relation to its stated goal, objectives, and outcomes. ○ What have been the major factors influencing the achievement or nonachievement of the results and objectives to date, including a description of shortfalls/failures of the project ○ Identify best practices and recommendations for potential future replication.
<i>Efficiency</i>	<ul style="list-style-type: none"> ○ Assess if the project ToC was consulted, used and adapted as necessary throughout project implementation. ○ Was the project implemented in the most cost-efficient way according to the workplans? What would have been more efficient alternatives? Are these workplans up to date and being implemented/delivered and monitored accordingly?
<i>Impact</i>	<ul style="list-style-type: none"> ○ Did the project create the right conditions to contribute to the expected impact? ○ How can impact be strengthened in the upcoming project?
<i>Sustainability</i>	<ul style="list-style-type: none"> ○ Assess to what extent the exit/sustainability strategy has been implemented. ○ Assess to what extent the project has benefited local people to exercise their rights, ensuring that ecological integrity is maintained and improved. ○ Did the project contribute to lasting capacities or other benefits for local stakeholders?

Specific evaluation questions at landscape level

In addition to the general evaluation questions listed above, which will have to be addressed for every project, WWF wants this evaluation to provide answers to specific questions linked to the intervention strategy at each landscape:

<i>Cambodia</i>	<ol style="list-style-type: none"> 1. How effective has Community Forestry (CFs) and Indigenous Collective Land Titles (ICLTs), and PA status been for the community empowerment and for protecting against degradation? 2. To what extent did the actions included in the managerial response effectively address the recommendations highlighted in the Mid-term evaluation? 3. To what extent did the authorities on provincial, regional, or national level contributed to support the interventions of the programme and what can be improved and how?
<i>Mai Ndombe - DRC</i>	<ol style="list-style-type: none"> 1. To what extent did the communities generate revenues from the sustainable use of their natural resources? 2. What has been the impact of ecotourism on local communities (economic, social and cultural) and on bonobo/forest conservation? What about the cost/benefits of ecotourism? 3. Are there existing/potential conflicts (within or in between communities) relative to the attribution of CFC and use of resources within the CFC (as CFC's provide "exclusive" use of the CFC for the community). 4. To what extent have communities and other stakeholders appropriated the CFC and their governance? How are community forests perceived by the communities? As a long-term asset contributing to their well-being or as a donor driven activity? 5. Regarding the relationship with MMT: how should it evolve? How could future collaboration look like (beyond providing funding to MMT). 6. Were the measures taken to improve management of the project integrity (following staff related issues) adequate and sufficient?
<i>North Kivu - DRC</i>	<ol style="list-style-type: none"> 1. How sustainable is the model proposed? What financial sustainability models should be further explored? 2. What is the actual implementation state of the Managerial Response elaborated to respond to the recommendations pointed out in the midterm / impact evaluation? And, did the action foreseen in it help to effectively address the recommendations?
<i>Ecuador</i>	<ol style="list-style-type: none"> 1. How and to what extent has the project strengthened local organizations and stakeholders for sustainable development in the 3 landscapes? (inclusion of conservation, rights and gender issues in the governance of the organizations and improved capacities in the management of their own initiatives)? 2. How and to what extent children from local communities have greater access to comprehensive, experiential, and contextualized education and a favourable awareness in the youth for the protection of nature and biodiversity?

METHODOLOGICAL CONSIDERATIONS

Overall design and approach

The methodology described in this section is indicative, and the applying evaluation teams are expected to adapt, elaborate and integrate the approach and propose adjustments needed to undertake the assignment. These can include additions to the evaluation design, approaches to be adopted, appropriate sampling strategy, data collection and analysis methods, and an evaluation framework. The proposals should also refer to methodological limitations and mitigation measures.

During this final evaluation, the selected evaluation team is invited to assess the programme and its different projects according to the evaluation criteria and specific evaluation question listed above, to help to inform WWF Belgium and WWF programme offices to elaborate future partnerships, develop more appropriate approaches to reduce forest ecosystem degradation and improve the well-being of the local communities.

Mixed data collection methods are recommended. Discussions with stakeholders will largely provide qualitative evidence. The evaluation team will draw from the available quantitative data from recent evaluations, progress reports and other sources.

The methodology is expected to be relevant, innovative, gender-sensitive but, first and foremost rigorous and systematic as to draw comparisons between projects.

The evaluators will describe in detail the suitable methods to meet the purpose, scope and objectives of this evaluation. The methodology will be further refined in the inception phase, based on the findings of the Evaluability Assessment and consideration of constraints related to the COVID-19 pandemic. Participatory approaches are preferred, and given the potential access constraints, virtual means will likely be applied.

It is expected that evidence will be collected primarily through a comprehensive desk review and focused interviews enabling the evaluation team to elaborate an inception report (detailed methodology and planning) based on which more in-depth key informant interviews and focus group discussions and surveys will be executed, and other data or information will be gathered, which is deemed to be necessary to answer evaluation questions. The evaluation will also collect and review secondary sources, such as program documents, annual and quarterly progress reports, or other documents published by relevant international organizations and stakeholders.

Proposed methods for each specific phase

This evaluation will be rolled out in three phases:

1. Inception phase: The first phase will contain the review of secondary information sources (desk review). Furthermore, semi-structured key informant interviews and group discussions will contribute to focus the scope of the evaluation and develop a detailed inception report. The inception report will have to be approved by WWF Belgium and country offices and might receive comments.
2. Data collection and analysis phase: The second phase will further assess the program and collect information and evidence responding to the objectives and criteria set in this ToR and in alignment with the scope refined during the inception phase. A mixed-method approach will be used to combine qualitative and quantitative data collection methods, and field visits can be organized. At the end of each field visit, preliminary findings can be presented and discussed.
3. Reporting and dissemination phase: The third phase will include reporting, validating and prioritizing findings and recommendations, and disseminating the results to WWF and partners.

PROFILE OF EVALUATOR(S) AND WWF SUPPORTING RESPONSIBILITIES

For this evaluation, WWF Belgium welcomes applications from institutions (consulting firms, research institutes or structures with similar capacities) or consortia of consultants with branches or subcontracting evaluators in each of the countries involved in the programme under review. The application should propose an evaluation team composed of one team leader and at least one team member for each landscape (4) or country (3) involved in this exercise. The proposed evaluation team should preferably be gender-balanced. The profiles and required and desirable of the different skills of the different members are listed below:

Team leader profile:

The team leader should have proven experience in past comparable evaluations. The team leader will be responsible for managing and leading the evaluation team, supporting the data collection and guiding the data analysis, as well as formulating recommendations (both at project level as on programme level), writing the report and presenting / disseminating its conclusions and recommendations.

Required skills for the Team leader:

- At least Master's degree in Monitoring and Evaluation, Sustainable development, Development studies, Social Sciences, Environmental Science, Natural Resources Management or related fields
- A minimum of 10 years of work experience in the field of monitoring and evaluation of development projects with a preferred focus on projects related to conservation and natural resource management
- Excellent and proven knowledge of evaluation designs and approaches in development settings
- Proven experience leading a multi-country evaluation team
- Track record in facilitating and collecting a complex set of information
- Good ability to write reports clearly and concisely in English and preferably French
- Excellent interpersonal skills with the ability to work in a multi-cultural environment

Desirable skills for the Team leader:

- Previous experience in evaluating DGD programmes
- Previous working experience with the proposed team members

Team member profile:

Each team member will be responsible to gather project evaluation data in a specific landscape / country, to analyse this data under the supervision of the team leader, and to provide input for the evaluation report (more detailed task division is to be discussed within the team and clarified in the offer). Each team member should have experience in project evaluation, including conducting data collection in the field using participatory methodologies. A team member should be able to work independently, under the leadership of the team leader

Required skills for a Team member:

- At least a bachelor's degree in Sustainable development, Development studies, Social Sciences, Environmental Science, Natural Resources Management or related fields
- Experience with evaluation of development projects (with a preferred focus on projects related to conservation and natural resource management), including (participatory) data gathering and analysis
- Experience in and knowledge of the specific country / landscape of focus

Desirable skills for a Team member:

- 5 years relevant experience
- Experience with conservation projects
- Knowledge of human rights and gender-based approach to development
- Knowledge of Results-Based Management
- Strong analytical skills to compile and consolidate a variety of inputs and produce concise and easy-to-understand documents
- Fluency in English and in the language spoken in the country where the evaluation will take place (Khmer, Spanish, French and Kiswahili / Lingala)
- Experience with participating in multi-country evaluations
- Familiarity with DGD and WWF programs
- Previous working experience with the proposed team leader

EVALUATION PROCESS, DELIVERABLES, AND TIMELINE

Implementation Arrangements

The evaluation team should work towards the timely submission of the final evaluation report. The evaluation team selected will be contracted by WWF Belgium. WWF Belgium will organize a kick-off meeting with the team leader (and preferably the team members) at the beginning of the Inception Phase (see below). The evaluation team is responsible for organizing additional meetings, interviews, and any logistical arrangements where field missions carried out (i.e. hotel reservation, booking venues, transportation). Upon request of the evaluation team, the WWF project teams in the landscapes can facilitate necessary meetings and interviews and help with logistics (travel in country, lodging).

Timeline and deliverables

The timeframe below is tentative and will be updated (among others in relation to COVID-19 related developments and measures).

Activity	Key deliverables	Time Frame
<i>Phase 0</i>		
Launch ToR Final evaluation	ToR	15 th September 2021
Deadline for submission of bids	Bid	15 th October 2021
Selection of the Final evaluation consultancy Team	Report of the technical selection	22 nd October 2021
	WWF Due Diligence	5 th November 2021
Contracting	Contracts	9/10 th November 2021
<i>Phase 1 – Inception Phase</i>		

Kick-off meeting	Inception report	9/10 November 2021
Desk review		Second half November 2021
Inception interviews		Second half November 2021
Submission of inception report		3 rd December 2021
Review of inception report		10 th December 2021
Adaptation of inception report (if needed)		16 th December 2021
Approval of the inception report		17 th December 2021
<i>Phase 2 - data collection and analysis</i>		
Additional desk review	Comprehensive list of relevant findings	2 nd half of December 2021 to 1 st half of February 2022
Consultant(s) undertake field visits for additional data gathering and interviews on-site. Evaluation mission wrap-up and presentation of initial findings	DGD Phase II Baseline Report	
<i>Phase 3 - reporting and dissemination</i>		
Final evaluation draft report submission	1 st evaluation report draft	28 th February 2022
Presentation of the draft report and recommendations	Presentation Workshop	7 th March 2022
Final evaluation draft report review		15 th March 2022
Evaluation report adaptation and submission of Final evaluation report	Review of the final evaluation	31 st March 2022

BUDGET, FUNDING, AND PAYMENT TERMS

All applying evaluation teams are requested to submit their best-offered budget for this consultancy service and submit a technical proposal which consists of an appropriate assessment design and budget breakdown. The maximum budget allowed is 80.000 € (VAT included). Apart from the total budget,

specific budgets for each landscape/project will have to be submitted. The payment to the selected evaluation team will be made through the following indicative instalments:

- 30% upon signing the contract
- 30% upon delivering the first draft of the report
- 40% upon endorsing of the final report

SELECTION PROCESS

The proposal will be assessed by an evaluation committee composed of WWF Belgium, WWF Country Offices staff and according to WWF due diligence regulations.

The proposals will be assessed based on the following criteria:

<i>Technical proposal</i>	40 pt
<i>Financial Proposal</i>	30 pt
<i>Experience</i>	30 pt
Total	100 pt

HOW TO APPLY

Interested evaluation teams should send their application to Alessandro.Cerri@wwf.be and Wannes.Verbeeck@wwf.be by no later than 15th October 2021. Please indicate 'DGD1 final evaluation proposal' in the subject of your email. The interested candidates shall provide:

- 1) Technical Proposal: Methodology, methods, tools (or approaches), timeline, management and data collection & analysis plans;
- 2) Financial Proposal in EUR; with a breakdown of the cost for each country evaluation.
- 3) Organization profile with the CV of lead evaluator and team members / CV in case of individual consultant, along with the list of previous similar experiences (especially regarding cooperation between different team members involved) + at least 2 references per team member;
- 4) Letter confirming that there is no conflict of interest between the members of the evaluation team (including the lead evaluator) and the programme

In case of questions, please contact Alessandro.Cerri@wwf.be.

ANNEXES

- 1) DGD phase 1 Programme
- 2) Update on the main changes in the project context
- 3) Midterm evaluation report Cambodia
- 4) Midterm evaluation report North Kivu
- 5) Template for technical and financial proposal



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For more information

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