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WWF Tanzania

Final Evaluation of the: Thriving Environment and wellbeing of people. WWF Finland – Partnership Programme 2018 - 2021,

TERMS OF REFERENCE

[March – August 2021]

Project/Programme Name(s)	East Africa Sustainable Forest Programme
Project/Programme Location(s)	East Africa and Madagascar
Project/Programme Number(s)	Reference TZ205200
Names of Project/Programme Executants (WWF Office, name of project/programme manager)	Teresia Olemako – WWF TANZANIA OFFICE
Project/Programme Duration (from start year)	2018 – 2021
Period to Be Evaluated	May – August 2021
Names of Implementing Partners (if relevant)	WWF Kenya, WWF Uganda, WWF Madagascar, WWF Mozambique, National CSOs i.e (MCDI), National Government institutions, Private sector, International Multilateral Institutions

1. PROJECT/PROGRAMME OVERVIEW

The Eastern Africa Sustainable Forest Programme (2016-2020) builds on foundation laid out by the Terrestrial Programme under the WWF’s Coastal East Africa Global Initiative (CEA-GI) that was implemented between 2010 and 2015. While the CEA-GI managed to strengthen national processes, including building strong CSOs and their coalitions, the new Eastern Africa Sustainable Forest Programme seek to strengthen regional coordination and collaboration and scale-up regional interventions by working more closely with Regional Economic Commissions (RECs). And while the original CEA-GI strategy concentrated its regional forestry efforts in Kenya, Tanzania and Mozambique, the new programme include Uganda and Madagascar in order to address illegal trade in timber and embrace regional collaboration among countries to improve forest governance.

The programme primary focus is strengthening Sustainable Forests Management (SFM), building systems to tackle illegal timber trade and other forest products and embracing regional collaboration among countries to improve forest governance particularly going beyond things that are bilateral and regional in nature. The programme goal by 2025; *People in Eastern Africa are effectively controlling decisions and receiving full benefits from forest resources and exercising their responsibility for ensuring that forest ecosystems in selected WWF priority areas in the region are sustainably managed.*

To attain this goal, the sustainable regional forest programme has adopted the following three objectives: (1)By 2020, forest cover in WWF priority landscapes in Eastern Africa is maintained and/or increased by 15% (2) By 2020, Eastern African countries increase

compliance to international, regional and bilateral agreements on reducing illegal trade in timber and other forest products by at least 15% (3) By 2020, financing in locally controlled forest enterprises in WWF priority areas has increased by 40% contributing to improved human well-being¹.

Under the thriving for environment and wellbeing of people programme supported by WWF Finland and funded by the Ministry of Foreign Affairs (MFA) Finland, the programme is focusing on two outcomes that are feeding to the above programme objectives as mentioned below:

- (i) Outcome 1: Governments are committed to obey international, regional, bilateral agreements and national laws to reduce illegal trade in timber and other forest products
- (ii) Outcome 2: Forest cover has been maintained or increased through support to sustainable community forestry management

2. EVALUATION PURPOSE AND USE, OBJECTIVES, AND SCOPE

The purpose of this End of Term/Final Evaluation is to assess the performance of the programme and capture its achievements, strengths, challenges, lessons and best practises to inform future similar programming. This includes information on how and why the results were achieved or not to inform decisions such as whether to continue the intervention, to improve it, to scale it up or replicate it elsewhere. The evaluation will also identify key lessons learned, challenges and the flexibility of the programme to adapt and respond to the changes and sustainability of the Sustainable East Africa Forest Programme. Final Evaluation is part of the project design and reporting requirements. The main objective of the Final Evaluation is to provide WWF and stakeholders with an independent assessment of the progress made towards the set targets as per programme Results Framework in order to ensure its delivery.

2.1 Specific Objectives

- (i) To assess the progress made towards the desired results (as per the approved results framework) at the outcome and output levels.
- (ii) To assess the level of accountability with respect to the programme overall work plan delivery and use of programme resources to date
- (iii) To assess the impact of the programme achieved to date
- (iv) To assess whether the initiative is on track towards achieving the desired results at the intermediate outcome and output levels
- (v) To identify the best practices and key lessons learned during implementation and based upon these, draw recommendations for future programme interventions

WWF Tanzania through East Africa Regional Forest programme will commission and approve the evaluation process and report under the guidance of the Monitoring and Evaluation Manager. The Programme Monitoring and Evaluation Officer will work hand in hand with the Evaluation consultant to guide the data collection and ensure all deliverables are delivered timely to WWF Tanzania

The programme implementing team will be responsible for writing the management

¹ Investing in Locally Controlled Forestry (ILCF) is defined as the local right for forest owner families and communities to make decisions on commercial forest management and land use, with secure tenure rights, freedom of association and access to markets and technology (Elson, 2012).

responses, execution and to implement the actions. The communities and implementing partners will be the key audience of the learning that will be generated by the evaluation. After final reports and endorsement by WWF Tanzania management and WWF Finland; WWF Tanzania will disseminate the results of evaluation to the implementing partners and beneficiary communities, while WWF Finland will consolidate the programme findings across the partners and disseminate the evaluation results to outsiders and the network.

2.2 Scope of Work

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 Cross-cutting objectives of the Finnish Development Cooperation Policy, Human Rights Based Approach (HRBA) and support to civil society. 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 performance in terms of progress towards the end targets and the factors affecting successful implementation and achievement of results. Meetings and or interviews will be carried out with, but not limited to, WWF project team and senior management team members, CSOs, CBOs, government counterparts, and other key stakeholders. With regard to the government, the proposed ministries and agencies include Ministry of Natural Resources and Tourism (TFS), Vice president Office – Environment, Local Government Authorities, Vice President's office, Implementers such CSOs networks, CSOs and CBOs such as MCDI, TWFG, TNRF in Tanzania, Timber growers and traders cooperatives in Uganda, farmers networks of LATOFOA and SCOFOA in Kenya, TMTI in Madagascar and FNF in Mozambique as well as Regional Economic Commissions (EAC, SADC, COMESA). In addition, other partners such as TRAFFIC, FORVAC will be consulted as well. Selected field visits will be undertaken to meet with the local stakeholders, beneficiaries and partners, particularly the Villagers, Members of VNRCs, CBO, VGS and Village leaders, to determine the relevance and effectiveness of the project on the ground and assess the impact.

3. EVALUATION CRITERIA AND GUIDING QUESTIONS

Based on the purpose of the evaluation as clarified above, the evaluation criteria to be considered are as elaborated below in the table, and the guiding questions each criterion are clarified:

3.1 Relevance and Quality of the programme Design

Assess the appropriateness and relevance of the Design of the project. Assess the adjustments that have been made and others that might be necessary. In particular:

- (i) Assess the extent to which the project is designed project to respond to the project objectives and outputs
- (ii) Analyse whether the project's CSOs approach could address the drivers of change (conditions)
- (iii) Assess the extent to which the programme objectives are valid towards the project goals
- (iv) Assess how the project team is planning the most appropriate strategies/approaches

- (v) Assess any major risks or 'killer assumptions' that are currently not being taken into account in the project planning and implementation
- (vi) Are the activities and outputs of the programme consistent with the overall WWF conservation goals and National priorities?
- (vii) Assess whether the stakeholders care about the programme and believe it makes sense

3.2 Effectiveness:

- (i) Assess the major achievements of the project to date in relation to its stated long term and short-term objectives and outputs. As far as possible this should be a systematic assessment of progress based on monitoring data for the planned long term objectives and Strategic Activities as per programme result framework and Monitoring plan. Review extent of accomplishment of project short term outcomes and outputs
- (i) Assess the performance of the project so far with particular reference to qualitative and quantitative evidence on effectiveness of outputs towards targets as defined in the project documents and work-plans and with reference to the project baseline
- (ii) Assess what has been achieved, the likelihood of future achievements, and the significance/ strategic importance of the achievements so far as per project targets
- (iii) Based on the progress so far and ground situations, suggest / recommend any changes to the project implementation arrangements
- (iv) What have been the major factors influencing the achievement or non-achievement of the objectives to date?
- (v) Describe any major failures of the project to date, explaining why they have occurred.
- (vi) Describe any project unforeseen impacts both positive negative if any
- (vii) Document any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice.
- (viii) To what extent is the project contributing to a long-term positive effect on people and nature (What has happened as a result of the programme or project to date)?
- (ix) How is WWF making a difference in the project implanting area?
- (x) How many and types of beneficiaries have been affected by the programme to date?

3.3 Efficiency:

Assess the extent to which the programme resources are being used economically to deliver the project.

- (i) Assess if the programme plans are effectively being used, implemented and adapted as necessary, is it up to date, is it being implemented/delivered and monitored accordingly? Assess whether the project has utilized project funding as per the agreed work plan to achieve the projected targets
- (ii) Assess the timeline and quality of the reporting followed by the project
- (iii) Analyze the performance of the Monitoring and Evaluation plan
- (iv) Analyze the factors which have affected project implementation including technical, managerial, organizational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design
- (v) Was the programme or project implemented in the most efficient way compared to alternatives?

- (vi) Assess if the project has conducted any self-evaluation, coordination and exchange with related projects.

3.4 Sustainability:

Assess the key factors affecting **sustainability** of the project:

- (i) Assess the social and political acceptance of the project to people controlling decision and receiving full benefits from natural resources
- (ii) Assess the likelihood of people to exercise their rights for ensuring that the ecological integrity is sustainably managed and use of sustainable, clean and affordable renewable energy is increased.
- (iii) Will the project contribute to lasting benefits to the communities?
- (iv) Assess if the Implementing Partners/organisations will ensure continuity of project activities in the project area beyond project lifetime?
- (v) Assess any evidence of organisations/partners/communities that potential to, up scale or replicate project activities beyond the immediate project area. Is such replication or magnification likely?

3.5 Adaptive Capacity:

- (i) Assess the extent to which the programme strongly applies the lessons and best practices learned in implementation process to maintain strong performance
- (ii) Assess how the project remain relevant in the implementation areas and community
- (iii) Document how the programme Learning is documented and shared for project/programme and organisational learning
- (iv) Assess how the programme team uses the findings/ data, as well as data from related projects/ efforts, to strengthen its work and performance
- (v) Assess how the programme results (outputs, outcomes, impacts) are qualitatively and quantitatively demonstrated through regular collection and analysis of monitoring data.

3.6 Finnish Development Cooperation Policy, Human Rights Based Approach (HRBA) and support to civil society

- (i) Assess what was done to improve human rights, promotion of inclusive conservation, gender equality and climate resilience in the programme
- (ii) Assess whether there were measures taken to ensure partners' ownership of the projects
- (iii) Assess the extent of civic space situation caused by actors.
- (iv) Assess the extent how and whether partner organizations advocated for improvements in civic space, and to what extent WWF supported them in this work?
- (v) Assess how partners have taken any specific measures to respond and adapt to shrinking, if any, of civic space.

4. METHODOLOGY CONSIDERATIONS

The methodology used in this evaluation will adopt a consultative and participative approach. The mixed methods are recommended in the evaluation to ensure qualitative and quantitative data and evidence is assessed and referred to by the evaluators. However, the consultant will describe the appropriate methodology to collect the relevant information as per TOR requirement. One of the proposed approaches includes; Direct field observation, the review of documents, meetings and interviews. The evaluation team will review all relevant sources of information (Project document, Project Implementation Reports, EAF Strategic plan, Financial and technical Reports) provided by the WWF Project Team. The consultant will produce the inception report describing clearly the methodology to be employed for the final evaluation and will then, present in a workshop to clarify the understanding of the of the assignment.

4.1 Core documents the evaluation should consult (list in an annex to the ToR).;

- (i) Programme document
- (ii) Result framework, M&E plan
- (iii) Annual Reports
- (iv) CSOs Reports
- (v) Consultants reports (socioeconomics, Capacity assessment, advocacy, HRBA socio policy)
- (vi) Programme reports, monitoring and compliance reports, etc
- (vii) Key WWF project/programme: Programme lead Forest, Policy, MEL, Grant Manager, Finance Manager, Compliance Manager, Communication Manager, Conservation Manager, Country Director, Operation Manager. Also CSOs and CBOs working under the programme, Beneficiaries-representative from the community – VLFR, VNRC, Village leaders, VGS, Entrepreneurs groups and Network staff to be consulted.
- (viii) Regional Economic Commissions (RECs) – EAC SADC COMESA
- (ix) Additional reference documents also could be listed includes; partners' plans and reports, strategic plans etc.
- (x) Attach the list of Key external and implementing partners and stakeholders to be consulted.

5. PROFILE OF EVALUATOR(S) AND WWF SUPPORTING RESPONSIBILITIES

The team may comprise a Lead consultant who will be the team leader and will have responsibility for the evaluation report. He/she will be a highly qualified senior evaluation/review specialist with extensive experience from evaluations and ideally also the subject matter in question as well as experience and understanding of implementation arrangements for Civil society organisations. This assignment can be done by a single consultant or a team of consultants of which the Lead consultant needs to fulfil the criteria set herein.

5.1 Education:

At least Master's degree in Monitoring and Evaluation, Sustainable development, Development studies, Social Sciences, Environmental Science, Natural Resources Management or other closely related field.

5.2 Experience

- (i) A minimum of 10 years of work experience in the field of monitoring and evaluation of development projects ideally also the subject matter in question
- (ii) Proficient in project design, monitoring and evaluation
- (iii) Evidence of Experience in monitoring and evaluation of development projects, supported by major donor agencies (strong experience on the similar assignment)
- (iv) Experience in conducting interviews and focus group discussions
- (v) Experience working with different types of stakeholders including communities, government and CSOs
- (vi) Computer literate (e.g. Microsoft: Word, Excel, PowerPoint,)
- (vii) Good familiarity of Eastern and Southern Africa region diversified culture and environment
- (viii) Good facilitation, interviewing and communication skills
- (ix) Proficiency in both English and Kiswahili; French and Portuguese will be an added advantage.

6. EVALUATION PROCESS, DELIVERABLES, AND TIMELINE

6.1 Implementation Arrangements

The consultant should work towards timely submission of the end-term/final evaluation report. The consultant will be contracted by WWF Tanzania office in consultation with WWF Finland. The WWF Tanzania will facilitate to arrange for the consultant all necessary meetings and interviews according to the TOR and inception workshop recommendations. The selected consultant shall arrange logistics for the mission including hotel reservation and transportation, unless requires support from WWF Tanzania.

6.2 Time Frame

The below table shows the proposed timeframe for the final evaluation

TABLE 1. TABLE OF PROPOSED EVALUATION TIMEFRAME		
Activity	Time Frame	Responsible
Selecting Final evaluation consultancy Team	30 th April 2021	Procurement Team/committee
Engagement/Briefing of Evaluation Consultants Team before field mission	10 th May 2021	Dr. Teresia, Dr. Simon, Matrida, Kennedy, Manyerere, Kiunga, Antonio, Rina, Martin Asimwe, Harold, Gaudensia & Happiness
Implementation Phase		
Inception Report	10 th June 2021	Evaluation Consultants Team
Evaluation Consultant Undertake Field Visit	30 th June 2021	Evaluation Consultants Team
Evaluation mission wrap up and presentation of initial findings	10 th August 2021	Evaluation Consultant Team
Post Mission Phase		
Final evaluation draft report submission and review	15 th August 2021	Evaluation /WWF Team
Evaluation report review process	20 th August 2021	WWF
Management response	25 th August 2021	WWF
Stakeholders validation workshop	10 th September 2021	WWF

7. BUDGET, FUNDING, AND PAYMENT TERMS

TABLE 2. TABLE OF EVALUATOR PAYMENT TERMS.

Schedule of Payments to Team Leader	Due Date	Payment %	Total €
Payment upon approval of the “Final Evaluation” Inception Report		25%	
Upon submission of the draft “Final Evaluation” Report		50%	
Final Payment upon approval of final “Final Evaluation” Report		25%	
Total Payment		100%	

8. EVALUATION REPORTS

The evaluation report should be produced in the below format;

- **Title Page**

Report title, project or programme title, and contract number (if appropriate), Date of report, Authors and their affiliation, Locator map (if appropriate)

- **Executive Summary (*between 2 to 4 pages*)**

Principal findings and recommendations, organised by the six core evaluation criteria
 Summary of lessons learned

- **Acknowledgements**

- **Table of Contents**

- **List of Acronyms and Abbreviations**

- **Body of the report (*no more than 25 pages*)**

A. Introduction (max 3 pages)

Concise presentation of the project/programme characteristics

Purpose, objectives, and intended use of the evaluation (reference and attach the ToR as an annex)

Evaluation methodology and rationale for approach (reference and attach as annexes the mission itinerary; names of key informants; a list of consulted documents; and any synthesis tables containing project/programme information used in the exercise)

Composition of the evaluation team, including any specific roles of team members

B. Project/Programme Overview

Concise summary of the project or programme’s history, evolution, purpose, objectives, and strategies to achieve conservation goals (attach theory of change including conceptual model, results chain or logical framework and project monitoring plan as annexes)

Essential characteristics: context, underlying rationale, stakeholders and beneficiaries

Summarise WWF’s main interest in this project or programme

C. Evaluation Findings

Findings organised by each of the six core evaluation criteria, including sufficient but concise rationale.

Tables, graphics, and other figures to help convey key findings

D. Recommendations

Recommendation organised each of the six core evaluation criteria, including sufficient but concise rationale – recommendations should be specific, actionable and numbered.

Project/programme performance rating tables to provide a quick summary of performance and to facilitate comparison with other projects/programmes (see the Summary Table Part B, below).

E. Overall Lessons Learned

Lessons learned regarding what worked, what didn't work, and why

Lessons learned with wider relevance, that can be generalised beyond the project

F. Conclusions

General summation of key findings and recommendations

Annexes

- Terms of Reference
- Evaluation methodology detail
- Itinerary with key informants
- Documents consulted
- Project/programme theory of change/ logical framework/ conceptual model/ list of primary goals and objectives
- Specific project/programme and monitoring data, as appropriate
- Summary tables of progress towards outputs, objectives, and goals
- Maps
- Recommendations summary table

Mode of Application;

Secretary: Procurement Committee
World Wide Fund- Tanzania Country Office
P.O.Box 63117 Dar Es salaam, Tanzania
Email: procurement@wwftz.org

Interested candidates should send their application including i.e. resume, technical proposal (proposed methodology) and financial proposal to procurement@wwftz.org before close of office, Friday 30th April 2021.

9.0 Evaluation of the tenders will be done based on WWF procurement guidelines

10.0 WWF Tanzania is not bound to accept any lowest or highest proposal submitted

11.0 All applications should reach us by or before 10:00 am Friday, 30th April 2021
Tanzania

local time

12.0 Only successful applicant shall be contacted.

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Part B. Evaluation Summary Table - scoring against core evaluation criteria

Evaluators are to assign the project/programme a Rating and Score for each criterion as follows:

- **Very Good/4:** The project/programme embodies the description of strong performance provided below to a *very good* extent.
- **Good/3:** The project/programme embodies the description of strong performance provided below to a *good* extent.
- **Fair/2:** The project/programme embodies the description of strong performance provided below to a *fair* extent.
- **Poor/1:** The project/programme embodies the description of strong performance provided below to a *poor* extent.
- **N/A:** The criterion was *not assessed* (in the 'Justification,' explain why).
- **D/I:** The criterion was considered but *data were insufficient* to assign a rating or score (in the 'Justification,' elaborate).

Evaluators are also to provide a brief justification for the rating and score assigned. Identify most notable strengths to build upon as well as highest priority issues or obstacles to overcome. Note that this table should not be a comprehensive summary of findings and recommendations, but an overview only. A more comprehensive presentation should be captured in the evaluation report and the management response document. Even if the report itself contains sensitive information, the table should be completed in a manner that can be readily shared with any internal WWF audience.

Rating/Score	Description of Strong Performance	Evaluator Rating/Score	Evaluator Brief Justification
Relevance	The project/programme addresses the necessary factors in the specific programme context to bring about positive changes in conservation targets - biodiversity and/or footprint issues (i.e. species, ecosystems, ecological processes, including associated ecosystem services supporting human wellbeing).		
Quality of Design	1. The project/programme has rigorously applied key design tools (e.g. the WWF PPMS). 2. The project/programme is hitting the right 'pressure points' to meet necessary and sufficient conditions for success		
Efficiency	1. Most/all programme activities have been delivered with efficient use of human & financial resources and with strong value for money. 2. Governance and management systems are appropriate, sufficient, and operate efficiently.		
Effectiveness	1. Most/all intended outcomes—stated objectives/intermediate results regarding key threats and other factors affecting project/programme targets—were attained. 2. There is strong evidence indicating that changes can be attributed wholly or largely to the WWF project or programme		
Impact	1. Most/all goals—stated desired changes in the status of species, ecosystems, and ecological processes—were realised. 2. Evidence indicates that perceived changes can be attributed wholly or largely to the WWF project or programme.		
Sustainability	1. Most or all factors for ensuring sustainability of results/impacts are being or have been established. 2. Scaling up mechanisms have been put in place with risks and assumptions re-assessed and addressed.		

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Adaptive Management	1. Project/programme results (outputs, outcomes, impacts) are qualitatively and quantitatively demonstrated through regular collection and analysis of monitoring data.		
	2. The project/programme team uses these findings, as well as those from related projects/ efforts, to strengthen its work and performance		
	3. Learning is documented and shared for project/programme and organisational learning		