



CONSULTANCY - *Project Evaluation*

Terms of Reference

- Project title: "Reducing deforestation and degradation in the Ngoyla-Mintom forest block through the implementation of an integrated sustainable management in the framework of Dja-Odzala-Minkebe transboundary landscape (TRIDOM)"
- Current title: WWF-EU Ngoyla-Mintom project
- Project No.: CM088101
- Donors: European Union (EU), WWF NL & USAID
- ToRs by: Rolf-D. Sprung, WWF Conservation Director, Yaounde
Dr. Louis Defo, WWF Program Manager, Ngoyla-Mintom
- Date: 03-11-2015

1. Background and Context

The importance of the Ngoyla-Mintom forest block for the Congo Basin in terms of biodiversity conservation, regulation of climate and hydrological regimes, economic potential and part of cultural expression of local populations is well established. Since the late 1990s, governments are engaged in a concerted management approach for this area, in particular through the adoption and implementation of the Convergence Plan. The establishment of transboundary conservation areas like Dja-Odzala-Minkébé Tri-national (TRIDOM) is one of the results of the operationalization of this plan.

The Ngoyla-Mintom forest block is part of the area covered by this cross-border initiative. This forest area is considered crucial for biodiversity conservation because it maintains ecological connectivity between protected areas within the TRIDOM conservation complex. Initially destined for logging (see Decree No. 95-678-PM of December 18, 1995) and then assigned to conservation in 2005 due to its rich biodiversity (37 species of medium and large mammals, more than 280 bird species, 228 species of fish...), this forest block was opened to mining exploration in 2007. Apart from mining, other major threats for biodiversity in the area include artisanal mining, large-scale poaching for ivory and bush meat and the expansion of slash and burn agriculture. The combination of these factors and their induced effects lead to a gradual reduction of the biodiversity value and carbon sequestration potential of this area.

In response, since 2009 the government with its partner organizations have supported enabling conditions and processes for the sustainable management of the Ngoyla-Mintom forest block. As part of its support to the Cameroon government and with a focus on sustainable forest resource management and climate change mitigation, WWF initiated the project "Reducing deforestation and degradation in the Ngoyla-Mintom forest block through the implementation of an integrated sustainable management within the framework of the Dja- Odzala - Minkebe transboundary landscape (TRIDOM)". This project that was started on April 1, 2011

and will end on March 31, 2017, has received financial support from the European Union, WWF Netherlands and USAID through CARPE funding.

2. Project Vision, Objectives and Strategies

The WWF-EU Ngoyla-Mintom project is part of WWF Jengi Program in Cameroon. The Jengi program is part of and aligns with the vision, goals and objectives of WWF's Green Heart of Africa (GHOA) Network Initiative as well as with relevant policies of the Cameroonian Government. Furthermore, it contributes to WWF's global species, forest and footprint targets and follows the WWF Cameroon Country Program Office's (CCPO) strategic objectives.

The Jengi Program Vision: *"The goods and services (ecological, social, cultural, economic) of the Jengi forest (South-East Cameroon) ecosystems are maintained or improved for the benefit of local, national and international communities"*

The WWF-EU Ngoyla-Mintom project objective is to ensure the conservation of biodiversity and the maintenance of the carbon stock in the Ngoyla-Mintom forest block through the implementation of integrated and participatory land-use planning, participatory sustainable management of natural resources and equitable benefit sharing with the local population including indigenous people. This objective is going to be achieved through the following strategies:

- Facilitation of integrated participatory land-use planning
- Promotion of community-based and participatory management of natural resources
- Promotion of good environmental and social practices for industrial and development activities
- Promotion of pilot PES/REDD initiatives
- Reinforcement of national and regional legal and policy frameworks

3. Evaluation Objectives

The general objective of the evaluation is the assessment of WWF-EU Ngoyla-Mintom project achievements, impacts and their sustainability.

Specific objectives are:

- 3.1 The relevance, impact and sustainability of project activities and achievements are assessed;
- 3.2 The efficiency of related planning, implementation, monitoring and financial management processes has been evaluated;
- 3.3 Lessons learnt from project planning, implementation and monitoring are documented
- 3.4 Recommendations on future project interventions to consolidate, improve and up-scale project achievements and impacts are available

4. Evaluation Results and Outputs

According to the outlined WWF strategies and evaluation objectives, the following results and outputs are expected (related questions are to serve as guidance and are non-exclusive):

- 4.1 The relevance of project interventions has been assessed

Examples of related questions:

- Did project plans and activities sufficiently correspond to the identified threats and drivers of deforestation and forest degradation, where are gaps to be addressed?
- Are project plans and activities aligned with and contribute to strategic objectives and plans of the Cameroonian Government?
- Does the project presently respond to the needs of others target groups?
- Does the present intervention logic still hold true and is it clear and coherent?

4.2 The effectiveness of project interventions has been assessed

Examples of related questions:

- To what extent did the project achieve its expected outcomes?
- Were project interventions able to reduce or mitigate the identified threats on forest resources?
- To what extent were project interventions able to improve environmental awareness, participation and livelihoods of the local population?
- To what extent did project interventions improve the sustainable management of the forest block?

4.3 The impact of project interventions has been assessed

Example of related questions:

- What are the project's direct impacts (i.e. contribution to its overall objective)?
- To what extent does/will the project have any indirect (positive/negative) impact?
- Does the local population benefit from conservation activities and livelihood improvements and have they been sufficiently involved in decision-making processes related to Ngoyla-Mintom forest block management?
- Do logging and mining industries as well as local farmers apply best practices in the Ngoyla-Mintom forest block and has this led to a mitigation of negative environmental impacts?
- Has the project been planned and implemented in line with related Government policies?

4.4 The sustainability of project interventions has been assessed

Example of related questions:

- What is the level of ownership of the project by the target group and relevant stakeholders?
- To what extent did the project contribute to the capacity development of relevant stakeholders?
- Does the national, local, sectoral and budgetary policy environment provide the necessary enabling conditions for the sustainability of benefits?
- Are sustainable financing mechanisms established (or concepts developed) that allow MINFOF to effectively manage the area with regard to human resource and equipment needs and related management costs?
- Is the level of benefits local communities receive through active involvement and benefit sharing from logging and mining activities sufficient to ensure long-term conservation support and are

livelihood improvements sustainable with regard to local management capacities and product marketing potentials?

- Were important stakeholders sufficiently involved in project planning and implementation and what mechanisms been established to ensure their participation in the long-term?

4.5 The efficiency and quality of of project planning, implementation, monitoring and financial management processes have been assessed

Example of related questions:

- How well were inputs and resources managed?
- How well were activities implemented?
- To what extent were outputs achieved?
- How were Partners and stakeholders involved?
- What joint planning procedures have been applied and how did stakeholders contribute?
- How was the project monitored and to what extent was adaptive management used to adjust project interventions?
- How were project funds managed and project disbursements monitored against budget provisions and procurement regulations?

4.6 Future project interventions to consolidate, improve and extend project impacts are recommended

Example of related questions:

- What are the “lessons learned”?
- What are the recommended activities and approaches for the last year of the project?
- On what current project achievements can future interventions be built onto optimize long-term benefits and sustainability?
- Which best practises need what kind of further support?
- What are possible new or aggravated threats to biodiversity conservation that should be addressed?
- What are possible additional and innovative approaches to address these threats?
- What are possible additional and innovative approaches to collaborative management in the Ngoyla-Mintom forest block?

5. Evaluation Methodology

The evaluation methodology should include

- a) Compilation and review of all relevant project documents (will be provided by WWF CCPO)
- b) Review of relevant legal and regulatory framework
- c) Induction workshop and interviews with WWF/CCPO management staff in Yaounde
- d) Interviews with national, regional and local MINFOF and MINEPDED staff

- e) Field trip to the program area and visits of selected project sites
- f) Interviews with private sector representatives (e.g. logging and mining industries)
- g) Interviews with local communities
- h) Interviews with other relevant stakeholders (other projects, ministries)
- i) Meeting with the project staff in Djoum to present and discuss evaluation findings
- j) Meeting with WWF CCPO management staff in Yaounde to present and discuss evaluation findings

The consultant may propose additional methodological components to be agreed upon with WWF CCPO.

6. Evaluation Report

The main deliverable is the evaluation report. The following outlines a proposed general structure:

- Executive Summary
 - Conclusions and recommendations
 - Summary of lessons learnt
- Acknowledgements
- Abbreviations
- Introduction
 - Brief description of the program
 - Objectives of the evaluation
 - Audience and expected use of the evaluation
 - Evaluation team and methodology
- Evaluation of findings
 - Relevance
 - Effectiveness
 - Impact
 - Sustainability
 - Adaptive Management/Efficiency
- Lessons learned
- Conclusions and recommendations
 - Conclusion
 - Recommendations for the last year of the project
 - Recommendations for future project proposal in the Ngoyla-Mintom forest block)
- Annexes
 - Methodology
 - Terms of Reference
 - List of supporting documents
 - List of interviewees

7. Profile of the Consultant

The evaluation will be executed by a local consultant with the following expertise:

- Advanced University Degree in forestry, wildlife management or any other relevant subject
- At least 5 years of experience in evaluation with track record
- Preferably good understanding of participatory evaluation techniques
- Preferably professional experience in Cameroon or another Central African Country

- Preferably professional experience in the evaluation of EU-Projects
- Fluency in French and English
- Knowledge of PES/REDD+ and integrated conservation & livelihood strategies
- Experience with the design and execution of integrated conservation & livelihood projects
- Inter-cultural sensitivity

8. Evaluation Schedule

The evaluation is planned over a period of 3 weeks (21 in-country days) from 04/01/2016 – 25/01/2016, of which 2 weeks are to be used for field trips and 1 week for stakeholder interviews and meetings (Djoum & Yaounde). Changes of the proposed period are possible but will require the approval of WWF CCPO.

The consultant will propose a detailed evaluation schedule as part of the proposal.

9. Proposal

The proposal should include the following items. A clear description of why the consultant is a suitable candidate

- Outputs of at least two previous similar evaluations
- A clear methodology
- A work plan that provides breakdown and logical sequencing of activities including time frame
- The deliverables
- The budget

The proposal and all supporting material should be sent in electronic form to Mr. Rolf-D. Sprung, Conservation Director at WWF CCPO (email: rsprung@wwfcam.org, phone: 00237-70 22 21 83/84, cell: 00237-70 36 37 32) and in copy to Dr. Louis Defo (email: ldefo@wwfcam.org, cell: 00237 – 69 99 30 969).

Technical and financial proposals should be submitted as separate files.

Deadline for the submission of proposals is November 27, 2015, 17 p.m (West Africa time)

ANNEX: Evaluation Score Table

Part B. EVALUATION REPORT REQUIRED FINDINGS SUMMARY TABLES - SCORING OF THE PROJECT/PROGRAMME AGAINST THE SIX CORE EVALUATION CRITERIA

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

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

Evaluators also are 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 (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 perceived 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 mechanism put in place with risks and assumptions re-assessed and addressed.		
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		