



Announcement for the recruitment of a Consultant for evaluating a field conservation program in the Complex of Protected Areas of Gamba (Gabon)

WWF Gabon is seeking an international consultant to undertake the evaluation of a WWF funded field conservation program in the southern of Gabon (Complex of Protected Areas of Gamba Landscape).

The Evaluator (consultant or firm) should be bilingual (English/French) in order to be able to evaluate all of the texts and reports, as well as to communicate with WWF staff and relevant stakeholders/partners of the project. He should also have proven experience with the evaluation of conservation projects implemented by non-governmental organisations, as well as familiarity with the issues surrounding wildlife conservation, PA management, sea turtle, artisanal fisheries management and fight against wildlife crime. Central African experience would be much appreciated but is not mandatory.

All candidates interested in conducting this evaluation on a consultant basis should submit, no later than 30 November 2017 a detailed technical proposal including:

- A curriculum vitae detailing his/her experience in project evaluation and NGO led conservation project implementation in Africa;
- The proposed evaluation plan (description of approach, suggestions for interview questions, timeline and time allocation, etc.) and comments on the Terms of Reference;
- A proposed date for the site visit in Gabon;
- The length of time the proposal will be valid;
- A detailed budget proposal which takes into account the financial conditions specified in these ToR and specifies the honorarium (daily rate) as well as any other costs.

The estimated end date of the study will be 31 January 2018.

Applications should be sent to emassima@wwfgab.org with reference “Souanke Evaluation”.

The following persons should be copied in when submitting:

- Marthe MAPANGOU: MMapangou@wwfgab.org.
- Jaap Van Der WAARDE: jwaarde@wwf.nl
- Pierre Brice MAGANGA: pbrmaganga@wwfgab.org

Kindly note that only shortlisted candidates will be contacted.

Please consult the terms of reference below for more information on the assignment.



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Terms of Reference for the Evaluation of the WWF Gabon Southern Conservation Programme

- Achieving integrated conservation of Congo Basin's most important Coastal Priority Landscape

September 2017



Terms of Reference

Project:

Southern Gabon Landscape Conservation Programme: “Achieving integrated conservation of Congo Basin’s most important Coastal Priority Landscape”

- Landscape Gamba-Conkouati
- Project No.: GA203700

Donor: WWF-Netherlands (NL)
ToRs by: Pierre Brice MAGANGA, Southern Programme manager, WWF Gabon,
Date: 18-09-2017

Project: “Achieving integrated conservation of Congo Basin’s most important Coastal Priority Landscape”

1. Executive Summary Projet

The Gamba-Mayumba-Conkouati Landscape is transnational and centred on the Loango, Moukalaba-Doudou and Mayumba National Parks in Gabon and the Conkouati-Douli National Park in the Republic of Congo. The Gamba Conkouati Landscape is known for its diversity in habitats, varying from sea and coastal vegetation, to lagoons, wetlands up to the lowland forest-savannah mosaic. This variety of mainly intact habitats harbours a large variety of species, including 380 bird species, 89 mammal species, 86 reptiles, 66 amphibians and over 67 fish species.

WWF Gabon focuses its activities on the Gabonese segment of the Gamba-Conkouati Landscape covering 75% of the landscape (around 2,500,000 ha, of which 1,555,000 ha covering the Gamba Complex of Protected Areas). WWF has been active in the area for over two decades, starting by putting into place the first conservation infrastructures followed by wildlife and socio-economic inventories. WWF has to date become the major conservation driver in the area, supporting protected area management, tourism development, land use planning, implication of local population in natural resource management and building partnerships with the private sector for wildlife management.

One of the main strengths of the Southern Gabon Landscape Conservation Programme is its holistic (landscape) approach targeting maintenance of large ecosystems, rather than restoring or rehabilitating patches of habitats or protecting specific species. The main biodiversity targets for the programme are thus the 1) lowland forests ecosystems, 2) freshwater ecosystems, 3) marine ecosystems (coastal) and the WWF flagship species 4) African forest elephants, 5) western lowland gorillas and central common chimpanzees, and 6) marine turtles.

Main threats to biodiversity throughout the landscape are caused by existing and upcoming extractive industries and the related infrastructure development, as well as industrial fisheries and the overall weak law enforcement driven by lack of national funding and poor governance. These indirect threats lead to direct threats to biodiversity through pollution, poaching for meat and ivory, habitat loss and degradation, overfishing including bycatch. The coastal position of the landscape also makes it particularly vulnerable to climate changes.

The project aimed to address these threats through three main strategies: notably by:

- A: Ensure efficient wildlife protection and law enforcement throughout the landscape / seascape;



- B: Promote and enable a sustainable, integrated and ecosystem-based, landscape management approach in the programme area;
- C: Engage local populations into conservation and sustainable natural resources management through valuation of ecosystem services and benefit sharing approaches;

These strategies have been implemented in collaboration with WWF's long-term partners such as the National Park Agency, the Ministry of Forestry and the Ministry of Environment as well as WCS (Wildlife Conservation Society), the Smithsonian Institution, and the local NGO's PROGRAM, IBONGA, as well as through partnerships with "Compagnie des Bois du Gabon" (CBG) a forestry company and oil sector.

2. Background of WWF-NL involvement

Over the last 15 years, funding from WWF-Netherlands has been of crucial importance to the overall functioning of the field programme. In FY03, following the termination of DGIS involvement in TRIDOM and Gamba-Conkouati and at the demand of WWF-International, WWF-NL provided the indispensable bridging funds amounting to € 125,000. The funds saved Gamba-Conkouati project's investment in the area since the early nineties, and allowed to diversify its donor base as from FY04.

On September 18, 2003, WWF-NL approved funding €375,000 Euro in support of the Southern programme (than called Gamba Programme) for the period from 1 July 2003 until 30 June 2006, under the terms of the Umbrella Agreement between WWF-NL and WWF-CARPO, dated 28 June 2002. Following WWF-NL approved funding totalling €252,000 in support of the "CAFPAP" project, under the Programme on Natural Livelihood Resources and Poverty Alleviation, supported by DGIS, for the calendar years 2004, 2005 and 2006, direct WWF-NL support was amended to total €260,000 for FY04 to FY06 instead of the original €375,000 for the same period. These amendments resulted in an overall increase of funding for the Southern Programme via WWF-NL as based on the original contract dated September 18, 2003 of €137,000, for the period mentioned above, but a diminution with €115,000 of WWF-NL "core" funding for the same period. From FY07 to FY09 the contribution of WWF-NL amounted a total of €468,000.

For the period FY10 to FY12, WWF-NL supports the Southern Programme through two grants, of which one via its forest cluster (this project, total 3yr budget of €525,000), and a second targeting great apes conservation in Moukalaba-Doudou National Park via its Protected Areas and Species cluster (total 3yr budget of €600,000).

For the period FY12 to FY15, WWF-NL merged their support into one contract for the Southern Programme for the amount of € 435.000 per year or € 1.305.000 for the 3 years.

Again for the period FY15 to FY18, WWF-NL merged their support into one contract for the Southern Programme for the amount of € 435.000 per year or € 1.305.000 for the 3 years.

3. WWF's Goal, Objectives and Strategies

3.1 GOAL

The goal of this programme is: *"By 2020, no loss or degradation of lowland forests, freshwater and marine ecosystems, no decrease in populations of elephants, gorillas and marine turtles and no alteration of ecosystem services benefiting to local communities are observed as a result of poor land/sea stewardship, ivory traffic and illegal hunting/fishing, as compared to 2015 baseline, in the Gamba Complex"*. This programme's goal is consistent with the GPF and the three goals of the GHoA conservation programme, which are:

- *"By 2020, priority populations of target species within priority landscapes are either increasing or stable from 2014 levels"*,
- *"Zero net deforestation and degradation in priority areas within WWF priority landscapes"*



- “Economic development in the Congo Basin delivers improved human well-being and social equity while sustaining ecosystem services”.

4. The Southern Program Vision:

“By 2025, from the deep blue sea, across the extensive forests, wetlands and savannahs, along the freshwater lifelines, people and biodiversity thrive in the Gamba-Mayumba-Conkouati Landscape in Southern Gabon, where ecological integrity and local and global ecosystem services continue to be ensured through sustainable and inclusive management, to the benefit of local populations.”

According to the project agreement the vision, goals and objectives of the NL-funded components of the Southern Program are to be achieved through the following strategies:

Strategy A: Ensure efficient wildlife protection and law enforcement throughout the landscape.

A.1: By 2017, the 1,555,000 ha of the Gamba Complex are inventoried for target species

A.2: By 2018, at least 80% of national staff dedicated to park and wildlife surveillance are operational

A.3: By 2018, funding to support at least two PROLAB units is secured through the private sector and a funding mechanism to increase and secure the contribution of the private sector to fund anti-poaching efforts in the Complex in the long term is in place.

A.4: By 2018, at least one communication campaign per year is carried out

B: Promote and enable a sustainable, integrated and ecosystem-based, landscape management approach

B.5: By 2018, two Ramsar sites have a management plan

C: Engage local populations into conservation and sustainable natural resources management

C.6: By 2017, 14 village territories management contracts are defined under the supervision of the CCGL.

C.7: By 2018, the level of illegal and unsustainable fishing is the same or lower than in 2015

C.8: By 2018, at least one habituated gorilla group is ready for tourism in Moukalaba Doudou NP and at least 25% of the generated revenues directly benefit to neighbour communities.

5. Context of the Evaluation

The second phase of the WWF NL funded project - “Achieving integrated conservation of Congo Basin’s most important Coastal Priority Landscape (FY15-FY18)” will be completed in June 2018 after 36 months of implementation on the ground.

The current project evaluation will provide an opportunity to identify the strengths and weaknesses of the work conducted thus far and result in concrete recommendations for the design of the third phase of the project to ensure that it is even more effective.

6. Aims of the Evaluation

In general the evaluation should have two main components:

1. A stock-taking and evaluation of what has been achieved in the project thus far; and
2. The drafting of recommendations for a third phase of the project that will continue to focus on protection and management of the ecosystems and exceptional terrestrial and aquatic wildlife in the Gamba Complex of Protected Areas.



6.1. Evaluation of achievements of activities conducted between FY15 and FY18

It will be necessary to evaluate the extent to which activities conducted between FY15 and FY18 were able to contribute to the achievement of the objectives set forth in Section 4 above. The evaluation should adhere to the following criteria:

1. Relevance :

- Appropriateness of the project with respect to the challenges confronting the governmental administrations legally responsible for the sustainable management of natural resources in the Gamba Complex of Protected Areas, taking into account the current capacities and limitations for these administrations.
- Appropriateness of the project with respect to the halting of unsustainable harvesting of natural resources in the Gamba Complex of Protected Areas. Do the program strategies target the main drivers/actors /factors of biodiversity loss (extractive industries, industrial fisheries, wak law enforcement) ?
- The coherence and / or complementarity of the project with other government initiatives, such as the construction of the road from Port-Gentil to the national road through the northern Complex, the development of the agricultural sector in the Ngounié province (Olam and the GRAINE program) and the Loubomo-Mougagara road which connects Gamba with the main axis Tchibanga-Mayumba.
- Taking into account local capacity (local NGOs-IBONGA and PROGRAM), fishermen and for the absorption and implementation of the project.

2. Efficiency :

- Appropriateness of the resources (both material and human) used for the programme ;
- Overall costs of the project in comparison with other projects of similar scope and aim;
- An analysis of whether the same results could have been achieved with lower cost?

3. Effectiveness :

- The degree to which the achieved results correspond with the project's stated specific objectives;
- The project's contribution to Global initiatives such the Green Heart of Africa ;
- The degree to which the project's intended beneficiaries feel that the project has achieved its objectives;
- Identification of possible external actors and factors that may have impeded successful management of the project and achievement of objectives, including working relationships with partners;
- Quality of the monitoring of the project monitoring during implementation.
- Based on findings in this evaluation: How can effectiveness be enhanced in the future programme?
- An analysis of the results achieved in relation to the duration of the project.
- Analysis of the project's impact on the capacity of local administrations (National Parks Agency, Ministry of Environment, Fisheries Brigade) to engage in sustainable management of resources;
- Analysis of the project's impact on the involvement of local communities/populations in the sustainable management of natural resources.

4. Impact :

- Analysis of the project's contribution to the achievement of national objectives (e.g. «Gabon Bleu »);
- Analysis of secondary/unintended impacts of the project – both negative and positive;
- Measure of concrete impacts/changes on the ground.
- To what extent has the program been able to contribute tot the goal of the programme *'By 2020, no loss or degradation of lowland forests, freshwater and marine ecosystems, no decrease in populations of elephants, gorillas and marine turtles and no alteration of ecosystem service'*?
- Based on findings in this evaluation: How can impact be strengthened in the future programme?

5. Sustainability :

- To what extent are the results of the project sustainable in the long-term?



- To what extent is the role of WWF Gabon as main conservation driver in Gabon sustainable and how can other NGOs be strengthened to complement WWF Gabon's role?
- Do the methods used by the technical teams lead to long-term sustainable management of the ecosystems in the Gamba Complex?
- Is there evidence that other stakeholders (e.g. government administrations, logging and palm oil companies, fishermen, plantation owners etc.) feel a sense of ownership and involvement in the long-term management of the natural resources of the Gamba Complex?
- Based on findings in this evaluation: how can sustainability be enhanced in the future program?

7. Adaptive Capacity?

- Human skills: knowledge, skills and attitudes of the staff involved in the southern program and charged with implementing the action;
- Operational capabilities: capacities needed by the Southern Program to carry out its activities and activities
- Organizational capacity: potential of the South Program to be effective. Its ability to define and achieve goals effectively, efficiently and in a sustainable and sustainable manner
- Specific capacities: strengths and tangible resources of the Program (facilities, staff and equipment).

The evaluator will include the following performance ratings in his/her analysis:

- **4:** Highly Satisfactory - Results were achieved at or higher than expected level
- **3:** Satisfactory - Positive achievements outweigh shortfalls
- **2:** Unsatisfactory - Positive achievements are weak in relation to shortfalls or negative factors
- **1:** Highly unsatisfactory- Serious deficiencies/shortfalls and few positive achievements
- **N/A:** Criteria not evaluated (requires explanation of why not evaluated or not applicable).

7. Planning and Methodology

The evaluator will conduct a preparatory debriefing meeting with relevant WWF Netherlands staff charged with overseeing the Gamba project prior to his/her site visit to Gabon.

The evaluation will be based in great part –next to a desk review of existing documents- on interviews and discussions with the following individuals and organisations including:

- WWF staff responsible for the supervision and implementation of the project both in the Netherlands and Gabon;
- WWF partners in government administrations and businesses, including the National Parks Agency (ANPN), the Gamba Fisheries Brigade, CBG (Gabon Logging Company); Olam (Palm oil Company), Provincial director of water and forests of Ngounié or his representative and the PROLAB (anti-poaching) team.
- WWF Stakeholders and beneficiaries, including the local NGO, Ibonga, Program, fishermen and farmers

At the end of the site-visit, feedback meetings in Gamba and Libreville will bring together personnel responsible for implementation and monitoring of the project. A debriefing meeting with WWF Netherlands staff will be scheduled following the site visit. A first draft of the evaluation report should be submitted no longer than two weeks following the site visit.

For the desk review a range of documents needs to be examined:

- Project Description (appendix 1);



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- Technical and Financial reports for FY15, FY16 and FY17;
- Report of the last on-site evaluation of the project
- GCPO strategy for the 5 next years

Expected Outcomes

The principal expected outcome of the evaluation is a report that will rate the achievement of the project's objectives in accordance with the criteria and methodology outlined above as well as recommendations and a prioritizations setting for a potential new phase for FY18-FY21. The report will be presented in English with an executive summary in both English and French of maximum 4 pages in length as well as a matrix including a synthesis of key observations and recommendations.

Qualifications of Evaluator(s)

The Evaluator should be bilingual (English/French) in order to be able to evaluate all of the texts and reports prepared for WWF Netherlands by WWF Gabon, as well as to communicate with WWF staff and relevant stakeholders/partners in the Gamba Complex of Protected Areas. The evaluator should also have proven experience with in the evaluation of conservation projects implemented by non-governmental organisations, as well as familiarity with all of the issues surrounding wildlife conservation and management of Protected Areas in Africa.

7.2. Proposed Evaluation timeline

The evaluation is planned over a period of 2 weeks (15 days) from December 1st to 15, 2017, of which 2 days are to be used for stakeholders interviews in Libreville, the Capital and 13 days for field trips. The consultant will propose a detailed evaluation schedule as part of the proposal.

The following 15-day itinerary for conduction the field phase would allow the evaluator to visit key project sites as well as to conduct in-depth discussions with the project managers, field staff, partners and stakeholders:

Location	Activity	Days														
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Europe-Libreville	<i>Arrival in Gabon</i>															
Libreville	Interviews with WWF and partners Libreville															
Libreville - Mandji	Field Visit & Meeting with Forestry Company "CBG" representative and PROLAB team															
Mandji-Mouila (Sleeping in Mandji)	Meeting with Olam and the Provincial Director of water and forests, visit of the concession and HVC. Departure from Mouila to Doussala (Sleeping in Doussala)															
Doussala	Visit Gorilla Conservation programme, NGO PROGRAM - Doussala															
Gamba	Meetings with local partners: Loango National Park Warden, Chief of the Sette-Cama's Fauna Brigade, Chief of Fisheries Brigade, NGO Ibonga, Smithsonian Institute, farmers, Assala or Shell representative.															
Gamba	Mandza Lake meeting with fishermen in Maynami															
Gamba	Power Point Presentation and discussions with WWF Team Travel to Sette Cama and sleeping in Sette-Cama adventure Lodge															
Gamba	Field site visit to Loango National Park and on Ndougou lagoon and its lakes and tributaries - meetings with local stakeholders (fishermen, and villagers, ecoguards)															
Sette-Cama-Gamba	Restitution to the Gamba team															
Gamba	Back to Gamba and departure to Libreville															
Libreville	Restitution to the Libreville team															
Libreville	<i>Return to Europe</i>															



8. Financial Terms

The costs of an international flight will be covered by the project. All domestic travel within Gabon will also be arranged and paid by the project. Accommodation and travel expenses incurred outside of Gabon but directly related to the site visit or evaluation-related meetings with WWF Netherlands will be reimbursed by the project (original receipts justifying expenses will be required). An honorarium and per diem during travel will also be offered, to be specified in the final tender.

9. Expression of Interest

All candidates interested in conducting this evaluation on a consultant basis should submit a detailed technical proposal including:

- A curriculum vitae detailing his/her experience in project evaluation and NGO conservation planning and implementation in Africa ;
- The proposed evaluation methods (description of approach, suggestions for interview questions, timeline, etc.) and comments on the Terms of Reference.;
- A proposed date for the site visit in Gabon ;
- The length of time the proposal will be valid.
- A detailed budget proposal that which takes into account the financial conditions specified in these ToR and specifies the honorarium and per diem fees as well as any other costs.

Annex 1

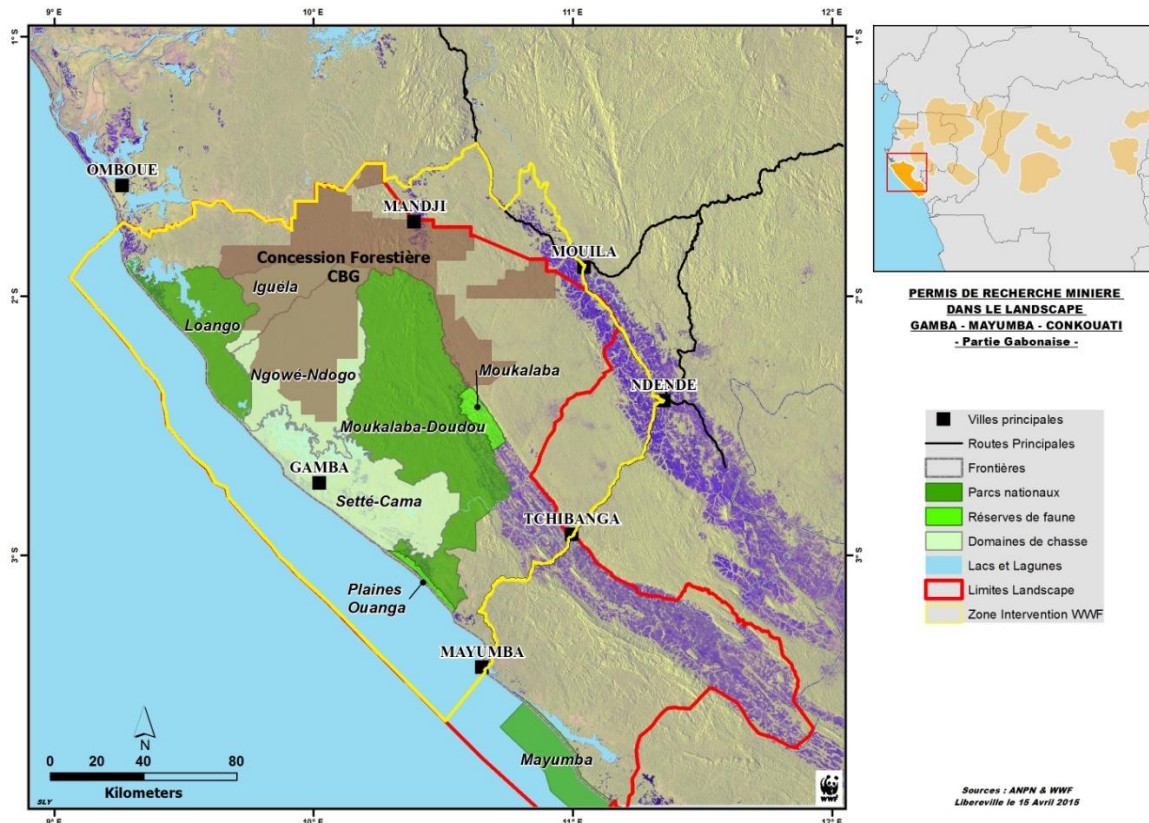


Figure: In yellow is indicated the geographic scope of the present programme.

Annex 2

- a) Outline of report Part A
- b) Evaluation matrix to the ToR Part B

Part A - Report Table of Contents Template

The following provides a basic outline for an evaluation report. While this should be easily applied to evaluations of simpler projects or programmes, adaptation will be needed to ensure reports of more complex programmes (e.g. Country Offices, multi-country regions, eco-regions, Network Initiatives) are well organised, easy to read and navigate, and not too lengthy.

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 (max 5 pages)

- 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 system as annexes)
- Essential characteristics: context, underlying rationale, stakeholders and beneficiaries
- Summarise WWF's main interest in this project or programme

C. Evaluation Findings (3-5 pages)

- 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 (3-5 pages)

- 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 (max 3 pages)

- 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

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.		
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		



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