



Terms of Reference: Project Evaluation

Project Title: Advance a green economy in the Congo Basin: Support to environmental best practice policies and implementation in palm oil, mining and related infrastructure development

Donor: WWF Netherlands (NL)

ToRs by: Ludovic MIARO III and Durrel HALLESON

Date: 1st December 2016

Project Background and Context

Project Location	Three key countries of the Congo Basin: Gabon, Cameroon and Republic of Congo (in particular Tri-national Dja-Odzala-Minkebe - TRIDOM landscape).
Project Name	Advance a green economy in the Congo Basin: Support to environmental best practice policies and implementation in palm oil, mining and related infrastructure development
Project reference number	9F208 500
Project Budget	€ 900,000
Donors/funding sources	WWF NL
Project Duration	July 2014 – June 2017

The vast forests of the Congo Basin are unique on account of the rich biodiversity they contain, the people who live in and around them and the environmental services they provide, not only to many countries in Central Africa, but also to the world as a whole. Though significant efforts have been made to conserve the Congo Basin forests, they are threatened by a variety of economic and social forces that include population growth, timber harvesting, extractive industries, agricultural expansion, and major infrastructure development projects. Combined with these developments is the weak institutional and regulatory frameworks that characterise all the countries of the region. WWF in an effort to respond to these challenges designed a green economy program within the framework of its Green Heart of Africa (GHOA) Conservation Programme to drive tangible, transformational and sustainable change. Advancing a Green Economy in the Congo Basin is the third of GHOA's four strategic pillars.

This project's strategy is designed to contribute to the Green Economy in the Congo Basin by advancing a programme of work to promote sustainable best practices in palm oil developments, and effective mitigation of negative environmental impacts of mining and associated infrastructure, in particular hydroelectric power. In addition to directly delivering on the third pillar of the previous GHoA strategy, the project contributes to the WWF Global Framework goals both in terms of priority places (Congo Basin) and flagship species (Great Apes and Elephants). It is also aligned on the objectives of WWF Network's Market Transformation Initiative (MTI) and Global Forest Programme.

The project also builds on an initial phase of work on Land Use Planning (LUP) in Gabon and Cameroon which has focussed on generating accurate data and maps of land use allocations and overlaps between areas allocated to conflicting land uses in order to inform LUP policy decisions. It is also directly contributing to implementation of the GHoA Sustainable Palm Oil Strategy that was developed in 2013 with support from the MTI Palm Oil Lead and other Network resources. It is directly based on the results of the current process leading to the development of a global WWF Network strategy on mining.

From a geographical standpoint the proposed project works in the three countries that share the Tri-National Dja-Minkebe-Odzala (TRIDOM) landscape – Gabon, Cameroon and Republic of Congo (RoC). Activities will focus on High Conservation Value (HCV) forests that are located within or adjacent to oil palm concession areas, mining concessions and planned infrastructure developments. As well as safeguarding these forest ecosystems, the project also contribute to the protection of other threatened biodiversity targets, i.e. elephants and great apes, for which forests are the main habitat.

The main anticipated goal is *“By 2020, no deforestation or degradation of HCV forests and no decrease in populations of elephants and great apes as a result of palm oil, mining or large infrastructure developments as compared to 2015 baseline, in the lowland forests of Gabon, and the Cameroon and Republic of Congo part of TRIDOM”*. This goal will be achieved through linked actions to improve the policy and regulatory framework at national and regional level and support implementation and documentation of best practice by selected private sector companies

Project Goal, Objectives and Strategies

The goal of this project is:

“By 2020, no deforestation or degradation of HCV forests and no decrease in populations of elephants and great apes as a result of palm oil, mining or large infrastructure developments as compared to 2015 baseline, in the lowland forests of Gabon, and the Cameroon and Republic of Congo part of TRIDOM”

As indicated above, this project's goal is consistent with the GPF and the three goals of the previous 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” and

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

The project goal will be achieved through two strategies, which between them will deliver the project's four objectives. The two strategies are:

Strategy A. Support improvement of ecologically-based land use planning and national and regional policy and regulatory frameworks

Strategy B. Support the establishment and implementation of best practice models for environmental safeguards and mitigation

The strategies and activities described above are designed to achieve **the project's four objectives**, which are:

1. By the end of FY17, at least one revised or new policy and/or legislation is implemented in the palm oil sector in each of Gabon and Cameroon to drive sustainable oil palm development incorporating RSPO Principles and Criteria;
2. By the end of FY17, at least one planning policy safeguard is implemented to ensure no net loss of biodiversity in HCV forests and protected areas as a result of mining and associated energy infrastructure in each of the Cameroon and RoC segments of TRIDOM landscape;
3. By the end of FY17, one set of environmental mitigation and land use planning policy guidelines that support corporate social and environmental best practices is developed at regional level;
4. By the end of FY17, at least four models of implementing best practice standards for environmental safeguards and mitigation have been documented in partnership with private sector operators in the palm oil and mining sectors in Gabon and Cameroon.

Project Evaluation Purpose and Use, Objectives and Scope

The primary client of the evaluation is WWF Netherlands, who formally requested the evaluation (as the program funding is higher than € 500,000 threshold). The timing of the evaluation is triggered by the coming to an end of the current phase of WWF NL funding of the Green Economy Project (June 2017).

WWF NL has agreed "in principle" to a new 3 years (July 2017 to June 2020) phase of funding, and a proposal will be developed between February-May 2017.

Key Objectives of this evaluation:

1. Evaluate what has been achieved so far based on the defined objectives and as per the strategies contained in the project document in terms of promoting environmental best practice policies and implementation in palm oil, mining and related infrastructure developments at national (Cameroon and Gabon) and regional levels (and WWF's role in this) and what lessons can be learnt; and
2. Provide recommendations that will serve in the elaboration of a new WWF NL funded phase of the WWF Green Economy with focus on palm oil especially as key component towards the realization of the WWF food practice goal as well as other related aspects on mining (focus on artisanal and small scale mining and infrastructure development) to contribute towards the governance practice goal.

Other beneficiaries of the Evaluation findings:

- WWF ROA Yaoundé Hub
- WWF Cameroon

- WWF Gabon
- The Executive Secretariat of the Economic Community of Central Africa States (ECCAS), a WWF key implementing partner of the Central Africa regional sustainable palm oil strategy
- WWF ROA (to guide the implementation of its food transformational project)
- The different key government ministries in Cameroon and Gabon (MINEPDED, MINADER, MINIMIDT, MINEPAT, MINFOF in Cameroon and Min. Agriculture & Min. Forests in Gabon & Min. Agric & Min. Forests in RoC)

Individuals who have commissioned the evaluation:	Gunilla Kuperus & Jaap van der Waarde, WWF NL
Those responsible for the oversight of the evaluation:	<ul style="list-style-type: none"> - Ludovic MIARO, Regional Palm Oil Programme Coordinator (WWF Gabon/Cameroon), - Cleto Ndikumagenge WWF Cameroon Conservation Director - Pauwel De Wachter, WWF TRIDOM Coordinator (WWF Gabon), - Durrel HALLESON, Business and Industries Coordinator (WWF Cameroon); - Eugène Ndong Ndoutoume National Green Economy Programme Coordinator (WWF Gabon)
Those responsible to act on the results, including the writing of a management response:	<ul style="list-style-type: none"> - Marc LANGUY, Deputy Director ROA in charge of Central African Offices - Pauwel De Wachter - Ludovic Miaro - Eugène Ndong Ndoutoume - Durrel Halleson
Secondary audiences that benefit from learning generated by the evaluation:	Oil palm companies (such as OLAM)
Dissemination of results:	WWF Gabon, WWF ROA, WWF NL, ECCAS, WWF Cameroon, WWF DRC, WWF CAR

Evaluation Criteria and Guiding questions

The evaluation shall span the period July 2014 (when the project began to present date) and it will be focusing on evaluating the extent to which the different activities realized over this period have been able to contribute or not contribute towards attaining the goals and objectives. It is expected that the evaluator in carrying out this assignment will use the WWF Evaluation Guidance for report structuring and performance rating.

Considering both time and financial constraints, it is expected that the evaluator will have to travel just Cameroon and Gabon to meet with those responsible for the execution of the project but also with the different stakeholders. It is also expected that the evaluator may organize e-meetings with those stakeholders he/she may not be able to physically meet during the trip to the two countries. The travels and meetings in both Cameroon and Gabon will be facilitated respectively by WWF Cameroon and WWF Gabon country offices.

Related to the evaluation objective, it is expected that the consultant is to assess the relevance and the contribution of the project in delivering effectively and efficiently on both WWF sustainable palm oil program in Cameroon, Gabon and the regional level as well as those components related to the promotion of green economy and business and industries in the countries' strategic plans based on the strategic objectives' planned results;

1. Strengthening land use planning policies in Gabon, and Cameroon and the TRIDOM, taking into account biodiversity and ecosystem services;
2. Supporting RSPO compliance in Gabon and Cameroon;
3. Implementing models that demonstrate how private sector companies can contribute to long term biodiversity conservation in each of the mining and palm oil sectors.

Relevance

- Appropriateness of the project with respect to the halting of unsustainable harvesting of timber in the Congo Basin.
- Coherence and/or complementarity of the project with respect to other government initiatives, such as the Gabon Vert, Cameroon 2035 Development Vision

Efficiency

A measure of the relationship (i) between outputs, the products or services of the intervention, and input and (ii) the human and financial resources the intervention uses:

- Appropriateness of the resources (both material and human) used for the programme;
- An analysis of whether certain costs could be reduced without threatening the programmes key objectives and goals?
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Effectiveness

A measure of the extent to which the intervention's intended outcomes, its specific objectives or intermediate results has been achieved:

- What has and has not been achieved (both intended and non-intended) in relation to the duration of the project;
- Identification of factors that have may have negatively effected project effectiveness.
- Quality of the monitoring during implementation ();

Impact

A measure of all significant impacts (positive or negative) of the project intervention on targeted biodiversity and/or footprint issues.

- Analysis of the project's contribution to the reduction of deforestation or degradation of HCV forests;
- Analysis of the project's impact on the involvement of private sector in the sustainable management of natural resources through best management practices;
- Analysis of the project's perceived impact on relevant policies and legal frameworks in the 3 countries.

- Analysis of the project's perceived impact on the capacity to deliver technical tools for land use planning informed by maps showing potential land use conflicts, environmental challenges and community based use of natural re-sources;
- Analysis of secondary/unintended impacts of the project – both negative and positive;
- Measure of concrete impacts/changes on the ground showing trends over time (using graphs) .

Sustainability

A measure of whether the benefits of a conservation intervention are likely to continue after external support has ended:

- Are the results of the project sustainable in the long-term?
- Does the project have the right measures in place to ensure WWF conservation work is sustainable in the Congo Basin?
- What are the key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach?
- Based upon existing plans and observations made during the evaluation, what are the key strategic options for the future of the project (e.g. exit, scale down, replicate, scale-up, continue business-as-usual or major changes to approach)?
- What is the potential for WWF to support Green Economic Development via influencing large scale landscape /climate funding (such as for example via the proposed TRIDOM Green Investment Partnership).

Adaptive Capacity

Adaptive Capacity is a measure of the extent to which the project or programme regularly assesses and adapts its work, and thereby ensures continued relevance in changing contexts, strong performance, and learning.

Related questions:

- Applying Good Practice: Did the team examine good practice lessons from other conservation/development experiences and consider these experiences in the project/programme design?
- What joint planning procedures have been applied and how did stakeholders contribute?
- How was the project monitored and how were activities adapted according to monitoring results?
- How project funds managed and project were dispenses monitored against budget provisions and procurement regulations?
- Identify any exceptional experiences that should be highlighted regarding what worked and didn't work (e.g. case-studies, stories, good practices)?
- What are possible new or aggravated threats to biodiversity conservation that should be addressed?
- What is the potential for WWF to play a role in influencing new Green Investment funding that are being set up (REDD+, Green Climate Fund, Land Degradation Neutrality Fund)?

Methodology Considerations

The evaluation methodology should consist of:

- a) The compiling and review of all relevant project documents (will be provided by CCPO)
- b) Review of relevant legal and regulatory framework (will be provided by CCPO)
- c) Induction meeting and interviews with WWF management staff in Yaoundé and Libreville
- d) Skype interviews with relevant WWF Staff (Gabon, Congo and Cameroon)
- e) Interviews with key project stakeholders
- f) Field trip to the program area and visits of selected project sites
- g) Interviews with private sector representatives (palm oil, mining and infrastructure)
- h) Interviews with local communities (smallholders)
- i) Interviews with other relevant stakeholders (other projects, ministries)
- j) Workshop with WWF staff in Yaoundé to present and discuss evaluation findings

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

The evaluator uses the WWF Evaluation Guidance for report structure and performance rating.

Qualifications of Evaluator

The Evaluator 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. The evaluator should also have proven experience with the evaluation of conservation projects implemented by non-governmental organisations, as well as familiarity with the issues surrounding environmental best practice policies and implementation in palm oil, mining and related infrastructure development.

Central African experience would be much appreciated but is not obligatory.

Proposed Evaluation timeline

Activity	Target Date (Duration)
Selection of Evaluator	By 20 December 2016
Start date	January 3, 2017
Preparing for the evaluation, reading documents and preparing questions for the team (from home)	2 days
Meeting with project team, WWF management team (Cameroon, Gabon and ROA) and stakeholders (Cameroon and Gabon) including travel times in Cameroon and Gabon.	10 days
Debriefing meeting with project management team	1 day
Preparation of draft report	3 days
Submission of Draft report to WWF	By 27 th January 2017
Allow 5 days for comments by WWF ROA and WWF NL	By February 3 th 2017
Preparation of final report	2 day
Submission of final report	By February 7 th 2017
Total number of professional days	18 days

Deliverables

- A draft evaluation report in English of maximum 25 pages (without annexes).
- Feedback session on First Draft Report with WWF management

- Final Evaluation report

Preparation and organisation of Evaluation

The following shall be required pre-reading material for the evaluator:

- Project Description (appendix 1);
- Technical and Financial reports for FY15, FY16, and mid-term FY17 (if already available);
- Other technical reports (if available).

The evaluator will conduct a preparatory briefing meeting by phone/skype with relevant WWF Netherlands staff charged with overseeing the “advance green economy “ project prior to his/her site visit to Cameroon and Gabon.

The evaluation will be based in great part on interviews and discussions with the following individuals and organisations including:

- WWF staff responsible for the management and implementation of the project both in the Netherlands and Central Africa (Jaap van der Waarde, Pauwel De Wachter, Ludovic Miaro, Durrel Halleson, Eugène Ndong Ndoutoume);
- Key WWF network staff (ROA Deputy Director Yde Hub, Country Directors – Cameroon/Gabon; Conservation Director – Cameroon/Gabon);
- Government key institutions – Cameroon MINADER, MINEPDED, MINIMIDT, MINEPAT, REPAR and in Gabon CEEAC, DGA, DGDR, DGEPN, DGEF, ANPN)
- Private sector players (Palm Oil companies; Olam and SIAT Gabon, SOCAPALM and CDC in Cameroon – Cameroon; Mining companies and EIA consulting Firms – CAMINEX, CAMIRON, Rainbow Environment Consult);
- Other conservation NGO’s active in Cameroon and Gabon (ZSL, Rain Forest Alliance, EGI, RELUFA, IDRC Africa, Brainforest, AGNU, CURFOD, Muysse Environnement etc.);
- Technical partners (CIRAD, CIFOR, PROFOREST, IUCN, MBG, TERE A etc.)

Depending on availability, some of these meetings could take place by skype or telephone.

Financial Terms

The costs of an international flight will be covered by the project. All domestic travel within the project scope area (Cameroon and Gabon) will also be arranged and paid for by the project (transport, hotel and food will be based on WWF per diem rates)). An honorarium will be offered based on the estimated number of days of work. Visa cost will be reimbursed based on real cost.

Expression of Interest

All candidates interested in conducting this evaluation on a consultant basis should submit, no later than December 15th 2016 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 Cameroon and Gabon;
- 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 evaluation will be February 7, 2017.

All applications should be sent to recruit-roaydehub@wwfarica.org , with CC to pdewachter@wwfgab.org and lmiaro@wwfafrika.org with reference “**Advance a green economy in the Congo Basin – project evaluation**”

ANNEXS

Annex 1. Part A: REPORT SAMPLE TEMPLATE

The following provides a basic outline for an evaluation report. While this should be easily applied to evaluations of simpler projects or programs, adaptation will be needed to ensure reports of more complex programs (e.g., Country Offices, multi-country regions, eco-regions, Network Initiatives) are well organized, 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, organized 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 utilization 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 synthetic tables containing project/programme information utilized 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 conceptual model, results chain or logical

framework and project monitoring system as annexes)

- Essential characteristics: context, underlying rationale, stakeholders and beneficiaries
- Summarize WWF's main interest in this project or programme

C. Evaluation Findings (5-8 pages)

- Findings organized by each of the six core evaluation criteria, including sufficient but concise rationale.
- Tables, graphics, and other figures to help convey key findings

D. Conclusions and recommendations (5-8 pages)

- Conclusion and 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 Annex A, Table B)

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 generalized beyond the project

Annexes

- ♦ Terms of Reference
- ♦ Evaluation methodology detail
- ♦ Itinerary with key informants
- ♦ Documents consulted
- ♦ Project/programme 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
- ♦ Table Annex 1 Part B

Annex 1. Part B. EVALUATION SUMMARY TABLE - SCORING OF THE PROJECT/PROGRAM AGAINST THE SIX CORE EVALUATION CRITERIA

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

- **Very Good/4:** The project/program embodies the description of strong performance provided below to a *very good* extent.
- **Good/3:** The project/program embodies the description of strong performance provided below to a *good* extent.
- **Fair/2:** The project/program embodies the description of strong performance provided below to a *fair* extent.
- **Poor/1:** The project/program 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 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.

Rating/Score	Description of Strong Performance	Evaluat or Rating/ Score	Evaluator Brief Justification
Relevance	The project/program addresses the necessary factors in the specific program 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	The project/program has rigorously applied key design tools (e.g., the WWF PPMS).		
Efficiency	1. Most/all program activities have been delivered with efficient use of human & financial resources.		
	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/program targets—were attained..		
	2. There is strong evidence indicating that perceived changes can be attributed wholly or largely to the WWF project or program		
Impact	1. Most/all goals—stated desired changes in the status of species, ecosystems, and ecological processes—were realized.		
	2.Evidence indicates that perceived changes can be attributed wholly or largely to the WWF project or program.		
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/program results (outputs, outcomes, impacts) are qualitatively and quantitatively demonstrated through regular collection and analysis of monitoring data.		
	2. The project/program 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/program and organizational learning		