

## Part 1: End of Programme Evaluation

## Part 2: Outcome Harvesting

### HSBC WWF Partnership: The Climate Solutions Partnership

December 2024

Project / Programme Name(s)	<b>Climate Solutions Partnership</b>
Project / Programme Location(s)	<b>UK, China, Malaysia, Indonesia, Singapore, India, Vietnam, Kenya, Philippines, Peru</b>
Names of Project/Programme Executants	<b>Led by WWF-UK Partnership Team</b>
Project/Programme Duration (from start year)	<b>Jan 2020 – June 2025</b>
Period to be Evaluated	<b>All</b>
<b>Programme Budget Sources and Amounts (for period to be evaluated)</b>	Over \$20M USD over 5.5 years
<b>Names of Implementing Partners</b>	WWF UK subcontracting <ul style="list-style-type: none"><li>- WWF Singapore</li><li>- WWF Malaysia</li><li>- WWF Australia</li><li>- WWF China</li><li>- WWF Indonesia</li><li>- WWF Vietnam</li><li>- WWF India</li><li>- WWF Hong Kong</li></ul> External grantees – to be shared if successful

## 1. Programme Overview: Climate Solutions Partnership

The Climate Solutions Partnership is a pairing of HSBC, WWF and World Resources Institute (WRI). This 5 year philanthropic relationship is intended to help climate solutions become a commercial reality and have real-world impact.

The Climate Solutions Partnership is powered by USD100 million of philanthropic funding from HSBC and, with a network of local partners, aims to scale up climate innovation ventures, nature-based solutions and help to transition the energy sector towards renewables in Asia, by combining our resources, knowledge and insight.

**This evaluation is only intended for the WWF delivered work under the Partnership.**

The Climate Solutions Partnership seeks to influence governments, business, and finance sectors to set natural capital at the heart of decision making and to contribute to bending the curve on biodiversity loss and reducing the impacts of climate change on the world, by encouraging these sectors to align to a 1.5° future in their decision making.

<b>Climate Solutions Partnership</b>
<b>CSP Goal statement:</b> The partnership aims to demonstrate scale in climate innovation, renewables, and Nature Based Solutions by unblocking barriers to accessing commercial financing.

These solutions will help mitigate climate change, while also delivering gains for people and nature.	
<b>CSP Purpose:</b> The partnership aims to demonstrate scale in climate innovation, renewables and nature-based solutions by unlocking barriers to accessing commercial financing. These solutions will help mitigate climate change, while also delivering gains for people and nature.	
Nature Pillar	Energy Pillar
<b>Goal:</b> Accelerate the transition to a nature positive economy by addressing drivers of nature loss in the finance sector and commodity supply chains, informing shifts in public incentives and unlocking diversified capital to resource the transition to sustainable practices and grow nature positive business and finance opportunities.	<b>Goal:</b> Accelerate the transition to a resilient, net zero economy by raising corporate and government ambition, demonstrating efficient and renewable energy solutions, and growing low carbon business and financing opportunities in Asia.
<b>Purpose:</b> We will support new practices and policies amongst financial institutions, governments and businesses: conceptualise new products, data and services that enable the transition to sustainable practices and grow nature positive business and finance opportunities.	<b>Purpose:</b> We will support new practices and policies amongst financial institutions, corporations, and within the regulatory environment, conceptualise and demonstrate the business case for new products and models that enable the transition of key sectors, and share learnings across markets to scale solutions for affordable low carbon economy in Asia.
Programme Pillars under this area: <ul style="list-style-type: none"> <li>• Nature Based Solutions Accelerator (NbSA)</li> <li>• Asia Sustainable Palm Oil Links programme (ASPOL)</li> </ul>	Programme Pillars under this area: <ul style="list-style-type: none"> <li>• Energy Transition</li> <li>• Business Innovation</li> </ul>
Global Knowledge Partnership	
Purpose: Providing advice to HSBC and working together to influence government, business and finance sectors to drive a net zero nature positive finance system. Driving learning to key audiences through disseminating results, insights and knowledge from our pillars.           Major pieces of work under this area: <ul style="list-style-type: none"> <li>• Climate and nature transition planning</li> <li>• Climate Advisory Panel</li> <li>• Upskilling HSBC Staff and Leadership</li> <li>• Environmental Crime and Financial Toolkit</li> </ul>	

Brief overview of the Programme Pillars mentioned above:

#### Energy transition:

India was contracted separately and directly with HSBC and had additional budget to this.

The partnership includes renewables and/or energy efficiency programs in China, India, Indonesia, and Vietnam – who combined account for more than 35% of the world's power consumption. These aim to support Asia's energy sector to shift towards renewables, and scale efficiency initiatives in key sectors - such as healthcare, textiles, and apparel. **Pillar due to close in June 2025.**

**Nature-based solutions Accelerator:**

Nature-based solutions offer significant potential to help tackle the climate and biodiversity crises facing the planet, and to achieve the sustainable development goals. The 2021 UNEP State of Finance for Nature report estimates that current annual investment in NbS is \$133bn, of which 86% comes from public finance. To meet the global targets to limit climate change and halt biodiversity loss, this annual investment needs to triple by 2030 and quadruple by 2050. Achieving this will require both public and private finance to increase significantly. We seek to build and scale the NbS marketplace by creating systemic infrastructure to reduce transaction costs and drive higher volumes of NbS activity.

The NBS Accelerator is a joint initiative by HSBC, WRI and WWF that provides technical and financial expertise to a global network of organisations to help scale bankable nature-based solutions. **Pillar due to close in June 2025.**

**Business Innovation:**

Start-up firms and next-generation technologies offer the potential to develop new approaches to cutting carbon emissions, but often face challenges to access the finance and business mentoring needed to scale. Utilising WWF's Impactio collaboration platform, the partnership will help support business innovations to scale, in collaboration with leading universities, research institutes, incubators and accelerators. The first pilot challenge, involving 18 start-ups from 5 markets, was completed in 2021, and the first live challenge commenced in 2021 and is expected to complete in May 2022. **This pillar closed in Spring 2023.**

**Asia Sustainable Palm Oil Links:**

The goal of the Asia Sustainable Palm Oil Links programme (ASPOL) is by 2030 to halt deforestation from oil palm supply chains to protect and restore forest landscapes in Asia, benefiting people and nature. By 2025, we aim to realise three transformational outcomes: 1) sustainable production of palm oil achieved in six living landscapes covering 12m hectares through integration of protection of forests and wildlife, production of RSPO CSPO and restoration of habitats; 2) palm oil from traders representing > 75% of global trade is responsibly sourced and sold, and 100% of RSPO CSPO from the living landscapes is traded as RSPO CSPO; and 3) market uptake of RSPO CSPO volume increases by 50% year-on-year in India and China. ASPOL was designed and agreed before the Climate Solutions Partnership and has subsequently been brought under the umbrella of the partnership. As such, the Program objectives do not fully align with the ASPOL objectives - there is a gap in terms of climate mitigation and shifting sources of finance for this type of work from philanthropic and donors to private investment. **This pillar is due to close in December 2024.**

**Global Knowledge Partnership: Original budget**

The Global Knowledge Partnership is the 5th element of the partnership. It will play a leading and critical role in ensuring the Climate Solutions Partnership delivers on its ambition, is driven by the latest insights and science and has real world impact, driving change in financial institutions and businesses. This is where the efforts of the individual pillars can be amplified using the partners combined platform. It also includes all the Core Functions of the Partnership including Communications and MEL. **Pillar due to close in June 2025.**

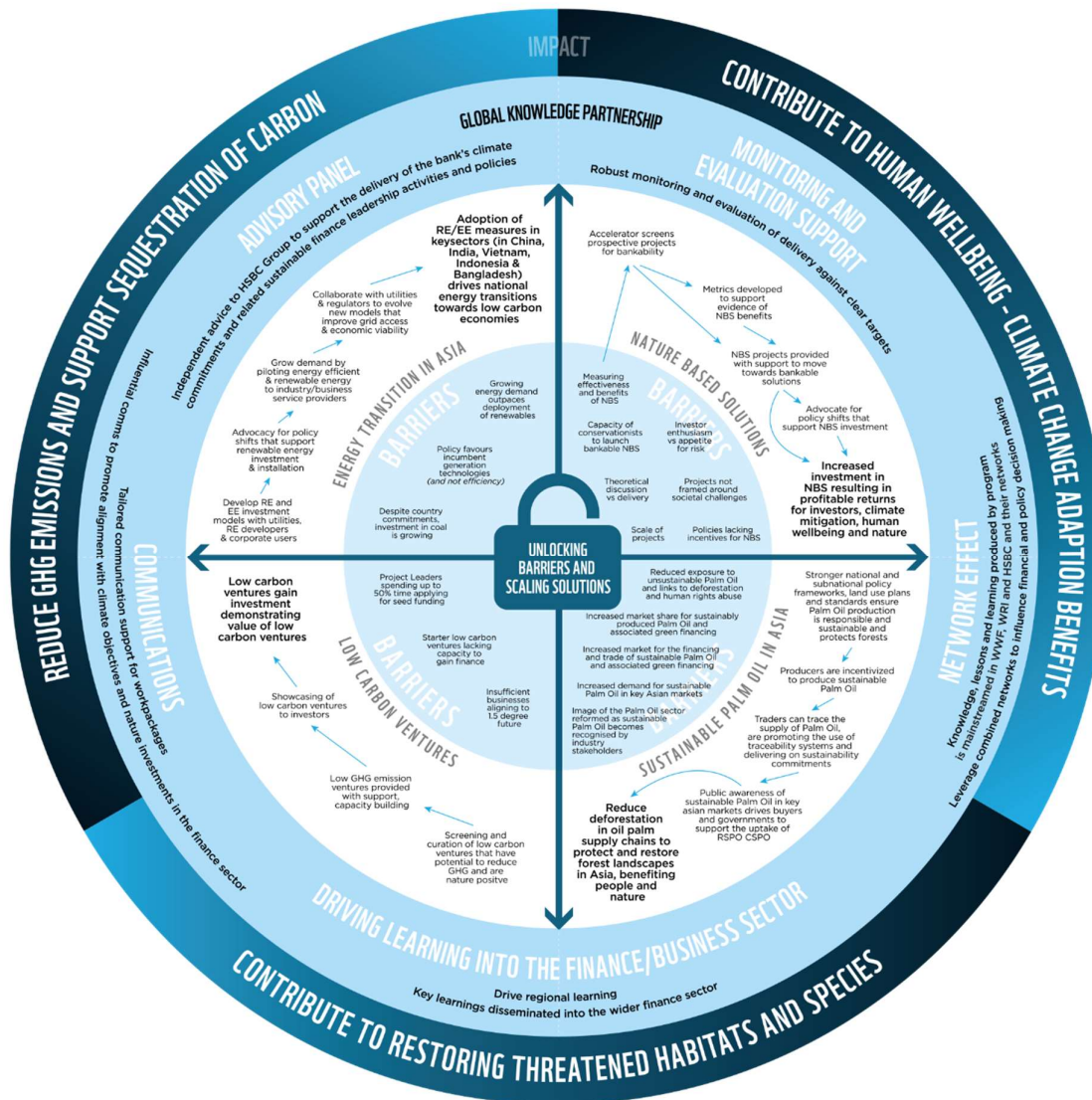


Figure 1: Theory of change for the CSP programme

## 2. Detailed Pillar Overview

### Asia Energy Transition

The single biggest 5-year challenge in climate change mitigation is transitioning Asia's power generation towards renewable energy and limiting the region's need for coal-fired power. The Energy Transition in Asia pillar will work to remove barriers and create incentives for renewables and/or energy efficiency programs in China, India, Indonesia and Vietnam – who combined account for more than 35% of the world's power consumption. Through our work the progress of energy efficiency and renewable energy solutions in the region will be accelerated towards commercial viability.

On the demand side, partnerships with fast-growing industries will demonstrate and implement technical solutions and pool demand via procurement alliances.

On the supply side, the programme will collaborate with utilities and regulators to evolve new models that improve grid access and economic viability and shift investment from fossil to renewable energy (RE), energy efficiency (EE) and demand management.

Cross-cutting policy analysis and capacity-building efforts will promote an improved enabling environment to remove barriers to RE and EE uptake at scale, and help to mobilise finance.

**Pillar goal:** By 2025, adoption of RE/EE measures in key sectors (in China, India, Vietnam and Indonesia) drives national energy transitions towards low carbon economies.

**Pillar outputs:**

1. Pooled demand from commercial/ industrial users supports deployment of affordable RE
2. Pilots demonstrate business case and benefits of RE/EE measures
3. Greater awareness among commercial/industrial users of appropriate green technologies available
4. New models adopted which improve profitability of RE/EE solutions, respond to market demand and reduce costs to consumers

**China Energy:** Key sectors such as apparel and ICT set science-based emission reduction targets, pilot/procure RE/EE solutions, are better equipped to do so, and power sector reform is accelerated by advocating for favourable RE policies.

**China Textiles:** Textiles companies reduce the amount of GHG emissions through adopting energy efficiency technologies.

**India:** RE solutions benefitting rural communities and dairy cold chain sector

**Vietnam:** Target sectors and industrial parks procure/pilot RE/EE solutions, are better equipped to do so, and reform is accelerated by advocating for favourable RE/EE policies.

**Indonesia:** Companies, industrial estates and SEZs procure/pilot RE/EE solutions, are better equipped to do so, and reform is accelerated by advocating for favourable RE/EE policies.

## Nature Based Solutions Accelerator

NbS are interventions that use a shift in the management, protection, or restoration of ecosystems in order to solve a societal challenge. After energy transition, the greatest potential source of emission savings and removals is the suite of nature-based solutions for climate change. There is also tremendous potential to use NbS to boost climate resilience and to deliver biodiversity benefits while meeting social needs.

**Pillar outcome statement:** Transform investment into nature-based solutions by providing targeted support to high-quality NbS projects that are bankable, scalable and replicable, and sharing knowledge and learning from these examples.

The NBS Accelerator will pursue these objectives through four pillars

1. Catalysing Bankable Investments - Assess projects for scalability, based on a tested model, and support those with the greatest potential to develop full-scale investment proposals and access investors. **WWF led**
2. Shifting Incentives – Identify and shift barriers to NBS implementation, creating new incentives for investment and their commercial expansion. **WRI led and not part of this evaluation**
3. Metrics and Accountability - Better aligned standards and field-tested, user-friendly online tools improve NBS monitoring, reporting and verification, and accelerate the flow of performance-based finance. **WRI led and not part of this evaluation**
4. Collaboration and Learning - Connect, complement, interact with existing initiatives, building on existing work and strengths. Collect lessons learnt from the landscape work to feed into the incentives and tools work and to attract more investors and donors. **WWF led**

## Business Innovation – NOT INCLUDED IN THIS EVALUATION

To grow the share of commercial finance aligned with a 1.5-degree future, we need to not only shift the policies of investors and their markets, but also to generate new investment opportunities and support the growing of businesses that will make that future a reality. The partnership includes a platform for identifying and nurturing such innovative businesses.

Delivering significant change in each of these sectors is valuable, but this program aims for systems level change.

Start-up firms and next-generation technologies offer the potential to develop new approaches to cutting carbon emissions, but often face challenges to access the finance and business mentoring needed to scale. Utilising WWF's Impactio collaboration platform ([Impactio](#)), led by WWF-Australia, the partnership sought to support business innovations to scale, in collaboration with leading universities, research institutes, incubators and accelerators. The first pilot challenge, involving 18 start-ups from 5 markets was completed in 2021. This was followed by two live challenges: the 'Cities of Tomorrow' challenge which looked at the decarbonisation of the materials in the construction sector was completed in June 2022. **Five** ventures received tailored support from the Business Innovation team; The 'Great Fashion Decarbonisation Opportunity' challenge started in April 2022 and will end in March 2023. **Seven** ventures are supported through this challenge.

Key objectives of the HSBC Climate Innovation Programme included:

- An increase in the supply of investment ready projects to achieve Climate Impact Mitigation
- Mobilise venture capital and support for businesses consistent with a pathway to low greenhouse gas emissions
- Embed Job Creation in the transition to a low carbon economy.

## Sustainable Palm Oil

ASPOL focuses on the two largest global producers of palm oil: Indonesia and Malaysia, and two largest national importers of palm oil: India and China, along with a regional palm oil trading hub: Singapore, to harness combined government and business action which supports sustainable production and sustainable consumption of palm oil, all along the supply chain.

**Goal** By 2030, halt deforestation from oil palm supply chains to protect and restore forest landscapes in Asia, benefiting people and nature.

The aim is to realise four **transformational outcomes** [by end 2024]:

**Outcome 1:** Sustainable production of palm oil achieved in six living landscapes covering 12m hectares through integration of protection of forests and wildlife, production of RSPO CSPO and restoration of habitats

- Objective 1a: By 2025, stronger national policy frameworks and standards ensure palm oil production is responsible and sustainable.
- Objective 1b: By 2025, integrated land-use plans across living landscapes (5) secure 3 million hectares of protected forests.
- Objective 1c: By 2025, 1150 growers (smallholder and middle-size independents) in living landscapes are supported to produce RSPO certified palm oil covering 120,000 hectares.

**Outcome 2:** Palm oil from traders representing > 75% of global trade is responsibly sourced and sold, and 100% of RSPO CSPO from the living landscapes is traded as RSPO CSPO

- Objective 2a: By 2025, four traders can trace the supply of palm oil from at least 7 mills to plantations in at least two living landscapes and are promoting the use of traceability systems.
- Objective 2b: By 2025, at least four of the largest traders deliver on sustainability commitments (including traceability, NDPE and RSPO) in Living landscapes; and have strengthened and improved implementation of their commitments across their operations.

**Outcome 3:** Market uptake of RSPO CSPO volume increases by 50% year-on-year in India and China.

- Objective 3a: By 2025, at least 80 companies in India, China and Indonesia take concrete actions that increase commitment to, and update of, RSPO CSPO to deliver deforestation free supply chains and support living landscapes.
- Objective 3b: By 2025, 4 million Indian and Chinese consumers are aware of the sustainable palm oil and demand CSPO.
- Objective 3c: By 2025, the governments of India and China are supportive of initiatives that promote RSPO CSPO and sustainable palm oil, deforestation free supply chains and living landscapes.

**Outcome 4:** By 2025, the financial sectors (banks/investors/insurers/ financial regulatory bodies etc) in ASPOL countries actively support sustainability within the palm oil industry through green financial solutions and enhanced policy requirements.

- Objective 4a: By 2025, at least 10 Chinese and 10 Indian finance sector institutions (banks, investors, insurers and financial regulatory bodies) will develop enhanced capacity to identify, assess and mitigate environmental, social, and governance (ESG) risks related to sustainable palm oil financing, including disclosure practices.
- Objective 4b: By 2025, at least five Chinese and three Indian financial institutions will take concrete actions to support a sustainable palm oil supply chain

### Global Knowledge Partnership

As long-standing partners, HSBC and WWF will use our combined networks, expertise and influence to demonstrate that natural capital must sit at the heart of decision-making if we are to unlock opportunities, lower risk and be resilient in the face of climate change and the global loss of nature.

We will work together to catalyse investment in vital nature-based solutions, real world case studies in how to future-proof our economies, businesses and communities. We will show it is possible to embed sustainable production and consumption practices at the core of business models and complex supply chains, and demonstrate sustainable growth is possible, without increasing emissions or using more land.

Crucially, we will help to develop a new generation of leaders who have the skills, knowledge and support to transform our economies and drive finance to the future-ready businesses and innovators that are vital to creating a world where business, society and the natural resources upon which we depend, thrive.

As Global Knowledge Partner (GKP), WWF will contribute a wealth of experience, expertise, thought leadership, resources, communication channels and networks throughout the 5-year programme period.

Specifically, our role can be broken down into the 5 key components:

1. Overall Advisory Support (including a Climate Advisory Panel)
2. Monitoring & Evaluation



3. Central Communications
4. Driving Learning into Finance Sector
5. Environmental Crime Financial Toolkit development and rollout

Added in 2024, the Environmental Crime Financial Toolkit was to support Financial Institutions to address their risk exposure to environmental crimes (inc. deforestation and conversion) in key regions.

### 3. EVALUATION PURPOSE AND USE, OBJECTIVES, AND SCOPE

In December 2024 the ASPOL programme will conclude and in June 2025 the rest of the CSP will conclude. We are hoping to enter a new Phase Partnership from January 2025.

The aim of the exercise is to deliver an end of programme evaluation of the HSBC-WWF partnership. The objectives of the evaluation are:

1. To provide an independent assessment of the overall partnership (and projects within), with a particular focus on the impact of the partnership and outcomes achieved.
2. To validate the results of our work, establish whether we successfully delivered our shared objectives, with special interest in understanding the likely long-term impact of our efforts.
3. To outline key areas of learning from the successes and challenges, to provide recommendations to strengthen possible future partnerships such as this.
4. To conduct Outcome Harvesting of 4-8 outcomes identified

#### Part 1: FINAL EVALUATION AND GUIDING QUESTIONS

##### Impact

1. What is the impact of the partnership? Consider each pillar and the partnership.
2. Did the partnership achieve the objectives that were laid out initially?
3. Highlight challenges faced and addressed throughout the partnership?
4. What were the new opportunities that were explored over the course of this partnership?
5. Were there any unintended outcomes – positive or negative?

##### Sustainability

7. What results are likely to be sustained post-partnership? What legacy will be left?
8. What results will require some support (financial, technical, or other) to be sustained post-partnership?

##### Relevance

9. Was the programme well designed in response to identified issues?
10. Do all the elements of the programme add up to a necessary and sufficient approach to achieving programmatic success?

##### Efficiency

11. Were there sufficient resources to deliver the programme?
12. Did the programme provide value for money?

##### Effectiveness



13. Was the partnership effective in delivering desired/planned results at each level of the results chain?
14. To what extent did the Project's governance and management approach contribute to meeting project results?
15. How effective were the strategies and tools used in the implementation of the project?
16. How effective has the project been in responding to the needs of the beneficiaries, and what results were achieved?

**Key outputs expected.**

- I. Inception report to outline methodology
- II. Internal facing Draft Final report including Draft Key Findings and recommendations for WWF
- III. Programme workshop to discuss findings and recommendations
- IV. Final Evaluation report
- V. Short (2-4 pages) external facing report with overall impact and key learnings for external stakeholders

**Methodology Expectations and Considerations:**

It is anticipated that the evaluation will take a mixed-method approach to optimise information generation and corroboration. This may include:

- Desktop review – review of key documents relevant to the partnership (e.g. original Proposal and submissions, Theory of Change, workplans, technical reports, implementation documents) to inform evaluation design and identify key issues.
- Key stakeholder interviews (remote and/or in-person) to engage with relevant WWF and partner staff, beneficiaries, and stakeholders (if appropriate).
  - For the evaluations of work in Asia travel to site will not be expected or required for this evaluation in addition to that laid out in Part 2 Outcome Harvesting. We welcome travel within the UK to meet WWF-UK staff based in Woking or other project stakeholders e.g. HSBC staff in London.
- Pillar (ASPOL, NbS, Energy, GSP) level workshops (online or in-person to be proposed by evaluation team) to validate recommendations; Program level workshops (online or in-person to be proposed by evaluation team) to validate recommendations.
- Attendance at external events e.g. NbS Showcase event is 5<sup>th</sup> March in central London and is an opportunity to meet project staff face-to-face.
- Collation and presentation for discussion of findings, learning and articulation of recommendations

**Part 2: OUTCOME HARVESTING**

We commissioned some Outcome Harvesting during 2024 and phase 1 is almost complete (we can share the report once contracted). During this work, a further set of Outcomes were identified as being suitable for harvesting in 2025 (see table below). It will probably be necessary for travel to meet with relevant stakeholders where meetings via Zoom are insufficient.

We would suggest including costs for 3 trips: Viet Nam, China and 1 NbS location to be agreed.

Pillar	Outcome to be Harvested	Countries operating in
Energy	<p>Specifics to be finalised but may include:</p> <p><b>China:</b> Electric vehicle maker Nio signed SBTi; is reducing Scope 3 emissions, i.e. GHG emissions that occur across the company's entire value chain – as distinct from Scope 1 and 2 emissions, which stem from its own operations or purchased energy, respectively (WWF)</p> <p>China: companies supported to procure RE through roundtables.</p> <p>Vietnam: adoption of GHG reduction roadmaps by companies;</p> <p>Vietnam: adoption by People's Committee of Tay Ninh Province Proposal for the implementation of Tay Ninh's GHG inventory and GHG emission reduction Plan</p>	Vietnam, China
NbS Accelerator	<p>Investment readiness of NbS project in Kenya 1</p> <p>Investment readiness of NbS project in Kenya 2</p> <p>Investment readiness of NbS project in UK</p> <p>Investment readiness of NbS project in Philippines</p> <p>Investment readiness of NbS project in Peru</p> <p>Investment readiness of NbS project in Thailand</p> <p>(Details of these projects can be shared once under contract. There are NDAs on some of these)</p>	UK team works remotely with Kenya, Thailand, Philippines, Peru and UK.
Global Knowledge Partnership	Explore the results of business advocacy work	

#### *Deliverables:*

1. Draft Final Report outlining method, approach and results. Where possible, the Harvested Outcomes could be enriched by supporting evidence including pull quotes, photographs, videos and other media. Recommendations for improved approaches, evidence collection etc for future Outcome harvesting.
2. Final Report following feedback from WWF.

#### **Methodology Expectations and Considerations:**

Outcome Harvesting methodology likely to include document review, interviews with beneficiaries to elaborate WWF's role and what the results means for key stakeholders and our long-term ambitions.

## **4. BUDGET, FUNDING, AND PAYMENT TERMS**

The consultants are invited to submit a budget based on a clear workplan for performing this

evaluation.

Budget to be submitted in GBP inclusive of VAT. Maximum budget including VAT cannot exceed £80,000 GBP.

**Proposed payment schedule:**

Deliverable	% of funds
Inception report Final Evaluation and Outcome harvesting	25%
Draft Internal Final Report inc Outcome Harvesting	25%
Internal Final Report inc Outcome Harvesting	40%
External Short Report	10%

Please propose an alternative if needed with justification.

**TIMELINE**

This review is expected to be completed over a period of 12 weeks from mid-Feb – mid May.

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

At a minimum, the evaluator or evaluation team collectively should possess the following characteristics:

**Essential**

- Well qualified with demonstrated experience conducting evaluations similar to the one being commissioned.
- Proven ability to both assess past effectiveness and provide strong strategic thinking on future direction and adaptive management.
- Technical knowledge of, and familiarity of the Pillars focus including palm oil, energy, nature-based solutions and business advocacy.
- Sensitivity to local beliefs, manners, and customs and ability to act with integrity and honesty in interactions with stakeholders: demonstrating understanding of safeguarding approaches at community level especially – labour rights and human rights-based approaches.
- Excellent written and oral communication skills in English.
- Demonstrated ability to generate high quality, rich, readable products on time and in line with expected deliverables.
- Orientation and approach is collegial and facilitates learning and analysis by project/programme teams themselves.
- Cross cultural professional experience and strong active listening skills

**Desirable**

- Knowledge of influencing the private sector to change their business practices.
- Knowledge and understanding of corporate engagement.

## 6. HOW TO APPLY

Submit to Lesley King - [LKing@wwf.org.uk](mailto:LKing@wwf.org.uk) by 5pm GMT 20<sup>th</sup> January 6 page response to the above ITT, indicating:

- Your understanding of the challenge & proposed method;
- Your evaluation experience and examples of at least 3 similar assignments;
- Your proposed team
- an outline workplan with expected deliverables and budget (including time allocation if more than one person is involved)
- Submit 2 page CVs for the lead evaluators (in addition to 6 page limit above)
- Complete Sustainable Procurement Questionnaire

Proposal scoring

### **Financial and Terms Proposal 45%**

- Total cost of the proposal
- Contractual terms

### **Services Proposal 45%**

- Alignment between WWF-UK requirement and the vendor's capacity

### **Company Profile and Values including sustainability approach 10%**

- Evidence that the vendor is proactively reducing their impact on the planet.

DESCRIPTION	DUE DATE
Issue of ToR	19/12/2024
Deadline for vendor questions	18/01/2025
WWF-UK response to all questions issued	19/01/2025
Deadline for submissions	20/12/2025
Award	30/01/2025
Contract signature	10/02/2025
Project Launch	15/02/2025
<b>Final delivery of project</b>	<b>15/05/2025</b>

### **Contracting with WWF-UK:**

It is our requirement that an appointed external partner adopts our standard terms and conditions for engaging with us. These are included within the tender documents. *Please confirm you are willing to accept these terms. Should you have any amends you wish to make, these will need to be discussed with the WWF-UK legal team.*

WWF-UK asks all suppliers to comply with the Supplier Code of Conduct and WWF-UK 3<sup>rd</sup> Party Expenses Policy. Both documents are enclosed within the tender pack. *Please confirm your acceptance of both.*

All contracted suppliers are required to register on Panda Purchasing (WWF-UK's PO and invoice system). *Should you be successful in your bid, please confirm you will be willing to register on the system.*

## Annex 1: Evaluation report structure

To support more systematic recording of evaluation findings to advance WWF's broader organisational learning, all evaluators should follow, to the extent possible, the evaluation report structure below (Part A) and complete the summary table (Part B), to be attached to the evaluation report. These provide standardised frameworks for summarising evaluation findings and support sharing results internally and externally.

### **Part A - Report Table of Contents**

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, landscapes and seascapes, 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 core evaluation criteria from the TOR.

#### **Table of Contents**

#### **List of Acronyms and Abbreviations**

### **Part A: Body of the report (*perhaps no more than 25 pages*)**

#### **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; limitations of the methodology/evaluation.)
- Composition of the evaluation team, including any specific roles of team members

#### **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

#### **Evaluation Findings (3-5 pages)**

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

#### **Recommendations for this project (3-5pages)**

- Recommendation organised each of the core evaluation criteria and the findings, including sufficient but concise rationale – recommendations should be specific, actionable and numbered.
- Suggestions for any modifications to the project theory of change.
- 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).

## 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. (Recommended) Evaluation Summary Table

Evaluators are to assign the project/programme a score assessing the extent to which the project/programme embodies the description of strong performance as described in the table below:

5: Excellent; 4: Very Good; 3: Good; 2: Fair; 1: Poor; N/A: Not Applicable; D/I: The criterion was considered but *data were insufficient* to assign a rating or score

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.

Criteria	Description of Strong Performance	Evaluator Score	Evaluator Brief Justification
Relevance and Quality of Design	1. The project/programme addresses the necessary factors in the specific programme context to bring about positive changes in conservation elements – biodiversity and/or footprint issues (i.e. species, ecosystems, ecological processes, including associated ecosystem services) and human wellbeing.		
	2. The project/programme has rigorously applied key design tools including involvement of partners and		



	community members, as appropriate, in the design		
	3. The project/programme has identified the right opportunities or strategies to respond to key threats		
<b>Coherence</b>	The project/programme interventions are synergistic with, and provide value to <b>other interventions</b> by the same actor in-country. They also are harmonized and consistent with <b>other actors' interventions</b> in the same context.		
<b>Efficiency</b>	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.		
<b>Effectiveness</b>	1. Most/all intended outcomes were attained.		
	2. There is strong evidence indicating that changes can be attributed wholly or largely to the WWF project or programme		
<b>Impact</b>	1. Most/all goals—stated desired changes in the status of species, ecosystems, ecological processes, human wellbeing—were realised.		
	2. WWF actions have contributed to the perceived changes		
<b>Sustainability</b>	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 - as relevant.		
<b>Adaptive Management</b>	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, involving key stakeholders, 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 wider learning		