**WWF-UK Consultancy: FCDO funded Forest Governance Markets and Climate (FGMC) Project Evaluation**

**TERMS OF REFERENCE (ToR)**

**September 2022**

# 1. BACKGROUND

The Forest Governance, Markets and Climate (‘FGMC’) programme is a global programme of UK Foreign, Commonwealth & Development Office (‘FCDO’) with the broad aim of bringing about governance and market reforms that reduce the illegal use of forest resources and benefit people who depend on forests for their livelihoods. As part of global efforts to improve forest management and tackle deforestation, FGMC supports international policy processes which tackle illegal logging in timber-producing developing countries and the trade in illegally produced timber products.

The programme focuses on policy and legal reforms that eliminate illegal logging and illegal deforestation, establish transparency, promote legal trade and ensure rights and benefits for people from lower socio-economic backgrounds, local communities and indigenous people. The FGMC approach enables local interests (government, private sector and civil society) to come together to address and settle long standing grievances and injustices through a formal, inclusive, facilitated and reasoned process of deliberation, that bestows legitimacy on legal reforms. Legal and policy reforms that have been reached and legitimised through a process of deliberation are more likely to be regarded as fair and, therefore, enforced. The focus of the final phase of the programme is about securing and institutionalising these gains.

In order to support the FGMC programme, FCDO made funding available through accountable grants to not-for-profit organisations that align with FGMC, secure FGMC results and complement other FGMC-funded activities.

The grants were awarded by FCDO and managed by Pegasys Limited (‘Pegasys’) through the Programme Management Support Team (‘PMST’), a self-contained team housed in Pegasys.

The FGMC Programme’s original [Business Case](http://devtracker.dfid.gov.uk/projects/GB-1-201724/), which ran from 2011 to 2020 with a total budget of £250 million funded from the UK’s International Climate Fund (ICF), was granted an extension running from April 2021 to March 2023 with a budget uplift of approximately £30 million.

The results and outputs of the FGMC programme are set out in detail in the [FGMC Logframe](http://iati.dfid.gov.uk/iati_documents/4445967.xlsx).

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| --- | --- |
| **Impact:** | Improved management of forests for poverty reduction, biodiversity, conservation and climate protection |
| **Outcome:** | Governance and market reforms that reduce the illegal use of forest resources and benefit poor people |
| **Outputs:** | * **Producer and processing countries:** Legal legitimate and credible mechanisms of forest sector governance and management in place in producer countries * **Consumer actions**: Public policies and private business standards that tackle trade in illegal timber * **Communities of practice**: Increased knowledge and momentum for change * **Related processes:** Coherence between programmes on forests and tackling deforestation at national and international levels |

Prior to the extension of FGMC, WWF-UK managed two projects:

1. *“Consolidating China-Africa collaboration to reduce deforestation and forest degradation in the Congo basin through strengthened governance addressing illegal logging and trade” and;*
2. *“Transformation through Markets: Making China a Nation that Demands Sustainable Palm Oil”*

The extension phase of the FGMC programme built on these projects and they were consolidated into one project managed by WWF-UK: **“Strengthened Multilateral Engagement and Collaboration with China’s Timber and Palm Oil Supply Chains to Reduce Deforestation and Degradation in Gabon, Indonesia and PNG”**

**Project Duration: 01/04/2021 – 31/12/2022**

**Project Budget: £1.25m**

**Project Summary:**

The FGMC extension will build on and reinforce efforts of first and second phases to result in responsible resource governance becoming firmly embedded in China’s overseas investment and international trade in resources which have impacts on forests and forest-dependent people.

The results of these actions through the WWF FGMC programme will deliver directly into Outputs 1 and 2 of the FGMC Theory of Change:

**FGMC Output 1** - Legal legitimate and credible mechanisms of forest sector governance and management in place in producer countries – aligns directly with our Project Outcome of improved governance and responsible actions across the producing countries involved in this project. This links, for us, with **FGMC Output 2** - Public policies and private business standards that tackle trade in illegal timber – because the way that we achieve our Project Outcome is through the role of China’s influence in strengthening policy (bilaterally and multilaterally) and supply chain standards in areas associated with Chinese concessionaries.

The focus of the extension to the final phase of the programme has been on securing the gains already or almost achieved and on the institutionalisation and embedding of sustainable processes and practices.

# Project Outcome: Improved governance and more responsible actions in land-use, trade and investment of forest-risk commodities (timber and palm oil) in PNG are leveraged through China’s policy engagement and trading influence.

# Output 1: Sino-Gabonese forestry MOU implemented to improve sustainable forest management and support certified Gabon-Chinese timber trade, as well as the application of China's forest code

# Output 2: Policy measures and Green Supply Chain practices supporting the implementation of China's forest code are adopted to ensure timber legality is front and centre to remove deforestation and forest degradation links with Gabon and PNG

# Output 3: China Sustainable Palm Oil Alliance (CSPOA) strengthened and supported to implement the CSPOA roadmap and take forward the Chinese Oil Palm Guidelines (Investment, Sourcing, Consumption).

# Output 4: Policy research and strategic alliances with key stakeholders inform Government policies on China's overseas footprint for soft commodity trade and investment

# Output 5: Drawing on the experience in Central Kalimantan in developing supportive policies for sustainable palm oil production, promote mechanisms & instruments for sustainable palm oil practices at a provincial and national level as well as supporting dialogue with China

# Output 6: PNG national stakeholders strengthen forest governance and sustainable land use and national palm oil standards

# Output 7: Legal timber trade flows between China and PNG are improved through the strengthened timber standards and legality requirements

Additionally, a number of sub projects have been funded to advance understanding and work in relation to Gender and Social Inclusion (GESI) in the project countries as follows:

**Indonesia:** Funding to further gender and social inclusion in WWF-Indonesia’s activities under FGMC. Additional funding from WWF has been provided to support this work.

**PNG** (to be finalized be end November 2022): A study to assess the actual and potential social and associated environmental risks and benefits to local communities that have arisen as a result of policies and associated activities promoting timber legality and certification schemes and identify the challenges around land tenure and subsistence agriculture on current policy, both existing and proposed. This is funded under FGMC.

**Gabon:** Environmental and Social Safeguards (ESSF) consultancy. To develop an environmental and social impact study (ESIA), an environmental and social management plan (ESMP) aligned with the standards of the WWF ESSF for WWF activities in the Minkebe zone. Additional funding from WWF has been provided to support this work.

# CONSULTANCY PURPOSE

The purpose of this consultancy is to conduct an evaluation of the projects’ relevance, design, effectiveness, impact, sustainability and value for money. It should also review gender issues and governance arrangements and all these aspects will inform new project design. Specifically, this consultancy seeks to:

* 1. Understand whether the project has achieved its intended outcome and outputs, as outlined in the project’s logframe and theory of change
  2. Review the project’s management and governance arrangements, including the link between country partners, network offices, WWF China and WWF-UK
  3. Provide WWF-UK with recommendations on what should be retained in future FGMC projects and if any, how arrangements to managing the grants should be changed in future.

The evaluation will be used to validate results for inclusion in the project completion reports (due late January 2023 - tbc) and recommendations will also be used to inform the design of the next phase of work as well as any applications to the next round of FGMC funding (expected mid 2023).

# PROJECT EVALUATION CRITERIA AND GUIDING QUESTIONS

# The evaluation should address the following critical components:

Relevance and quality of design

* Are the project’s theory of change/programme theory appropriate, logical and credible? Has

it changed? Do the underlying assumptions hold true?

* Are the project’s interventions/activities aligned with the Theory of Change, with each other, and have they been adopted?
* Did the programme involve the right stakeholders in a participatory way from the beginning in the design of the project? Was there ownership of the process?

Effectiveness

* How are stakeholder engagement platforms facilitating change? What are the differences across the focus countries?
* Are we implementing the project as effectively as possible? Are the work plans realistic in terms of timing, staffing and resources? To what extent are deliverables being completed to comply with programme timetables?
* What lessons can WWF draw from the management arrangements of FGMC grants? How could the governance of the projects be improved and strengthened?

Impacts (at outcome level) and summary key achievements (outputs)

* A summary of the changes the projects have brought about and the main project achievements over the lifetime of the project.
* Review how far the stated outcomes and intended outputs as listed in the logframe were achieved, and whether the underlying assumptions held true.

Sustainability

* Provide a brief assessment of the sustainability of the project including (a) sustainability of project’s interventions and b) sustainability of impact.
* Where appropriate, please provide details of any change in partners or beneficiaries capacity in terms of skills, resources and political space to sustain the impact of the project’s interventions.
* Comment on any changes in the external environment which may have had either a positive or negative effect on the sustainability of the outputs from the project.
* Comment on how the project partners have collaborated, networked, and influenced keys stakeholders and how these activities may relate to the sustainability of the outputs from the projects.

Challenges and Adaptive Capacity

* Provide examples of the changing political, economic, social and organisational climate has affected our plans and intended outcomes
* Summarise the challenges and any setbacks which may have affected the project’s effectiveness and how the project adapted to address these.

Value for Money (VFM) over the lifetime of the project

FCDO has defined VFM as “maximising the impact of UK aid so it makes the most difference to the poorest people in the world”. A review of the project’s VFM should include;

* *Effectiveness: Programme evidence for VFM*

The effectiveness of the programme is a key determinant of VFM. Summarise the evidence of VFM by results at output and outcome level. Much of the quarterly technical report process covers this element of VFM.

* *Efficiency: Process evidence for VFM*

What measures were taken to ensure effective project implementation, financial implementation, monitoring and reporting? Often best demonstrated through standard organisation procedures**.** These include strategic planning processes, assumption tracking and risk analysis, budgeting processes, tracking of output to input ratios, procurement systems, as well as M&E arrangements and feedback.

* *Economy: Financial evidence of VFM*

Provide a brief assessment of approaches to include: justification of expenditure, explanation of processes, analysis of the key cost drivers and analysis of expenditure.

* *Equity or ‘fairness’*

Comment on the complex issues around “Equity” or “social justice” and “fairness” which may involve difficult trade-offs. Such issues include promoting indigenous people’s rights, community rights, gender balance, rule of law, transparency, private sector development, inclusive and deliberative collective choice mechanisms as well as issues such as inter-generational equity and bio-stewardship.

Gender

Gender is a major issue for the FGMC programme and the FGMC agenda. Understanding gender issues is critical to the sustainable management of forests and to the development of forest governance arrangements and policies that are both socially accepted and legally enforced. Critical questions include;

* + Impacts: What impacts are being felt for women and girls as a result of inclusion in policy processes and the resulting policy changes?
  + Implementation (Policy focus and outcomes) Has gender been included in the substance of the policy or other changes that you are promoting or working towards?
  + Implementation (Policy processes): Has gender been incorporated into the policy processes, such as VPA deliberations?
  + Organisation & Project delivery: How did you consider gender within your own organisation, and in how you planned, implemented and monitored your project?

Further reference details are available in FGMC Gender guidelines.

# METHODOLOGY

Contracting arrangements will be with WWF-UK. The appointed consultant will be required to work with representatives from the relevant WWF country offices and supported operationally by identified focal points in each of implementing partner offices.

Given the short timeframe of the expected deliverables, the consultant may determine the most efficient and effective means to achieve the anticipated objectives. This could be, for example, through a combination of desk-based analysis of existing documentation and key informant interviews either by phone, surveys or facilitated online workshops. Visits to the implementing countries is not required. The methodology should be presented in an inception report for discussion and agreement before the evaluation commences.

It is anticipated that the assignment should be carried out between the start of November 2022 and the end of December 2022.

# EXPECTED DELIVERABLES

* Inception brief detailing the planned evaluation methodology
* Draft Evaluation Report
* Final Evaluation Report (approx. 30 pages, see Annex for proposed structure)

# REQUIRED SKILLS

The consultant should have the following qualifications and experience: Required:

* + Post-graduate degree in a relevant field (social or environmental sciences, research methods, international development M&E, etc.).
  + Proven track record of professional, timely and high-quality M&E consultancy assignments with a strong understanding of value for money, gender, adaptive management and learning with the NGO sector.
  + Excellent English communication, report writing and presentation skills.
  + Strong critical analysis skills and attention to detail.
  + Cultural sensitivity and gender sensitivity/awareness.

Desired but not essential:

* Knowledge and experience of public sector funding such as DFID/FCDO or UK government programmes.
* Knowledge and experience of the WWF Network and the Open Conservation Standards-based approaches.
* Fluency in Chinese, Bahasa or French (an advantage).
* Familiarity with and knowledge of the region/s (an advantage).

# EVALUATION TIMELINE

Given the scale of this work and the FGMC reporting deadlines, WWF seeks to engage a consultant as soon as possible, ideally with an inception meeting during the first week of November 2022. The draft evaluation report should be submitted to WWF-UK no later 14th December to allow for final amends and input before finalising the report by 21st December.

# APPLICATION ARRANGEMENTS

Those wishing to be considered for this consultancy should submit their CV along with their daily consultant rates and an estimated number of days needed to meet the requirements specified above, by sending an email to John Dodsworth ([JDodsworth@wwf.org.uk](mailto:JDodsworth@wwf.org.uk)) and Deborah Mackay ([DMackay@wwf.org.uk](mailto:DMackay@wwf.org.uk)) by Wednesday 12th October 2022.

1. **INDICATIVE BUDGET**

This assignment has an indicative budget of £15,000.

**Annex: Evaluation report structure**

Part A - Report Table of Contents

**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 and with reference to project outputs and outcome.

**Table of Contents**

**List of Acronyms and Abbreviations**

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

**A. Introduction (max 3 pages)**

* Concise presentation of the project 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 names of key informants; a list of consulted documents; and any synthesis tables containing project information used in the exercise; limitations of the methodology/evaluation.)
* Composition of the evaluation team, including any specific roles of team members

**B. Project/Programme Overview (max 5 pages)**

* Concise summary of the project’s history, evolution, purpose, objectives, and strategies to achieve conservation goals
* 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 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

**D. Recommendations for this project (3-5pages)**

* Recommendations organised by 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.

**Annexes**

* Terms of Reference
* Evaluation methodology detail
* Itinerary with key informants
* Documents consulted
* Project theory of change and logical framework
* Specific project monitoring data, as appropriate
* Summary tables of progress towards outputs, and outcome
* Maps
* Recommendations summary table