TERMS OF REFERENCE

Engagement of the External Research Partner to Support the Project Monitoring, Evaluation and Learning: Hempel-Rwenzori project phase 2 “Restoration for a Resilient Rwenzori (R3)”

1. Project Overview:

WWF Uganda is currently recruiting an experienced External Research Partner under HEMPEL Phase II project with Funding from HEMPEL FOUNDATION. The Project aims to ensure that Rwenzori Mountains National Park (RMNP) is a responsibly conserved and managed ecosystem that supports nature and people. Based on assumptions such as improving RMNP's management capacity, increasing alternative financial streams for conservation, and reducing pressure on the RMNP and buffer zone, WWF-UCO in collaboration with UWA and other Partners will work towards decreasing deforestation drivers, increasing afforestation, improving PA management capacity, ensuring sustainable livelihoods in adjacent communities, and securing sustainable finance streams.

The main project outcomes include:

   a. Effective, efficient, and inclusive monitoring of RMNP
   b. Expansion of the area under restoration in the buffer zone
   c. Improved sustainability of livelihoods in local communities without depleting natural resources or encroaching on the PA
   d. Financial sustainability for ongoing PA management operations in RMNP
   e. Private sector and relevant stakeholders supporting restoration activities in RMNP and the buffer zone.

2. Purpose of Assignment:

This assignment aims to complement WWF-UCO's existing monitoring and evaluation team by engaging an independent external research Partner from the outset to streamline monitoring mechanisms aligned with evaluation objectives. The external research partner will develop an Evaluation Plan that complements WWF Uganda's Monitoring Evaluation and Learning (MEL) plan while providing evidence for performance against indicators/targets.

The key tasks include:

   i. Preparation of a costed Evaluation and Learning Plan based on a review of project documentation.
   ii. Development of tools, indicator reference sheets, result tracking frameworks.
iii. Facilitation of training sessions for project staff/stakeholders.
iv. Advisory role during critical monitoring moments.
v. Compilation/analysis/reporting end-of-project performance report guided by OECD/DAC criteria.

3. Key Expected Tasks:
i. Preparation: Develop comprehensive ‘costed Evaluation & Learning Plan’ based on reviews; outline process/timeline/methods/data collection; identify opportunities for learning/reflecting based on data collection points; design evaluation questions aligned with OECD/DAC criteria.

ii. Tool Development: Develop relevant tools/indicator reference sheets/result tracking frameworks building upon existing systems/tools established by the project.

iii. Capacity Building: Facilitate training sessions for project staff/stakeholders covering monitoring/evaluation/learning frameworks.

iv. Advisory Role: Serve as key advisor during critical 'monitoring moments'; review progress reports; participate in mid-term review/processes/meetings.

v. Reporting: Compile end-of-project performance report assessing results achieved against selected OECD/DAC criteria; generate/disseminate lessons learned; support reporting activities.

vi. Evaluation Plan Preparation: Prepare comprehensive 'Evaluation & Learning Plan'.

vii. Monitoring Document Review: Periodic reviews throughout project lifetime including feedback sessions with WWF country office at key reporting/data collection points; annual summary findings/recommendations relevant to final evaluation

viii. Final External Evaluation Conduct smooth running/final external evaluation assessing overall project performance

4. Specific Deliverables (see Annex A):
i. Review MEL cycle from design onwards

ii. Inception Summary findings/recommendations from baseline/M&E plan review

iii. Capacity Building Conducted training sessions

iv. Periodic Assessments Undertaken periodic assessments including annual assessments/Data Quality Assessments
v. reporting Generated/disseminated lessons learned/supported reporting activities
vi. Evaluation & Learning Plan Prepared comprehensive plan
vii. Monitoring Document Review Regularly reviewed documents prepared by WWF/ provided advice/improvements
viii. Conduct Final External Evaluation Smooth running/final external evaluation

5. Time Frame:
Flexible approach due to ongoing engagement until 2027. Consists of 3 phases i.e. Inception/Baseline/M&E Review; Continuous Monitoring Document Review; Final Evaluation. (Details provided in Annex A)

6. Profile Requirements:
Qualified evaluator preferably with experience conducting M&E evaluations related to conservation/development projects. Master’s degree required. Expertise in logical framework approaches/project life cycle management necessary. Qualifications/training/experience needed in qualitative/quantitative research methodologies. Knowledge/familiarity with evaluation methodology essential. Sensitivity to local customs/beliefs/human rights-based approaches desired. Excellent written/oral communication skills required. Demonstrated ability to deliver high-quality products within deadlines. Cultural competency/cross-cultural professional experience important. Active listening skills necessary

7. Budget, funding, and payment terms
The assignment will be time based with standard cost/man-day rating and engagement. The re-disbursable can be costed in the financial bid but subject to adjustments due to unforeseeable circumstances. In this case, the research partner provides accountabilities for the reimbursable costs. The project technical team has allocated 60 days of engagement with the external research partner in a year with consideration of 15 days in each quarter.

8. Submission procedure
Individuals interested in undertaking this assignment should email the following:
b. Financial proposal not exceeding 2 pages in Uganda Shillings.
Both the technical and Financial Proposals should be submitted as separate attachments in a single email clearly marked “Technical and financial Proposals for the external research partner for the Restoration for Resilient Rwenzori, R3 project”.
Submissions should be sent exclusively to kampala@wwfuganda.org. It is essential to ensure successful submission as WWF-UCO will not accept liability for undelivered submissions.

9. Clarifications

Any requests for clarification regarding these Terms of Reference should be submitted in writing through procurement@wwfuganda.org not later than April 26th, 2024. Clarifications will be provided within 48 hours from receipt of such a request.

10. Submission Deadline

Proposals must be submitted by April 30th at 17:00 East African Standard Time. Late submissions will not be accepted. Please ensure that your submission is sent before this deadline as WWF-UCO will consider only those received on time when evaluating proposals.

11. Evaluation and Award of Contract

Eligible proposals will undergo a full and open competition evaluation process based on strict adherence to scoring criteria outlined below:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Criterion</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Evaluation Stage</td>
<td>Interpretation of scope of work</td>
<td>20 marks</td>
</tr>
<tr>
<td></td>
<td>Suitability of the proposed methodology</td>
<td>40 marks</td>
</tr>
<tr>
<td></td>
<td>External research partners’ qualifications, skills, Experience and expertise in similar assignments</td>
<td>20 marks</td>
</tr>
<tr>
<td>Financial Evaluation Stage</td>
<td>Financial proposal</td>
<td>20 marks</td>
</tr>
</tbody>
</table>

Notes on evaluation:

1. Only submissions that score a minimum of 75% (at least 60 marks) of available 80 marks under the Technical Evaluation Stage will proceed to the Financial Evaluation Stage.

2. The Score at the Financial Evaluation stage shall be determined using the following formula:

\[ P = 20 \times \frac{u}{z} \]

where:

P: Financial Score
U: Financial offer of Lowest Compliant proposal
Z: Financial offer of proposal being evaluated

The successful bidder will be the one with the highest score, based on the sum of the Technical and Financial Evaluation scores. This bidder will be recommended for the award of the consultancy contract.

12. Payment Schedule

The payment schedule will be negotiated with the Successful Candidate and detailed in the contract to be signed. The external research partner should however indicate their expectation in their submission. Section 7 can also guide the candidates while proposing the payment schedules appropriate for this kind of an assignment.

13. Special Conditions
   a. WWF reserves the right to accept or reject any proposal.
   b. Technical evaluation will precede financial considerations.
   c. Any form of canvassing will result in automatic disqualification.

14. Feedback

Notification of intent to award the contract will be provided only to the successful bidder within two weeks from the closing date of proposal submissions. If you do not receive any communication regarding your submission, please consider it unsuccessful. No separate communication shall be made in this regard.

15. Disclaimer

This is a call for proposals and WWF-UCO may cancel or modify this process at any time without notice. WWF-UCO is under no obligation to award a contract to the lowest or any bidder as final decisions are at the discretion of the Procurement & Disposal Committee. Prospective bidders are responsible for all costs related to their submission, and WWF-UCO does not provide refunds for such costs. WWF-UCO shall accept no liability whatsoever for any unsuccessful submissions, as it is solely the responsibility of the bidders to ensure that their email submissions are successfully delivered.
ANNEX A: PROCESS, DELIVERABLES, AND TIMELINE

The assignment will include 3 phases:

1. Inception of the assignment, baseline and M&E plan review and preparation of Evaluation and Learning Plan

2. Continuous review of monitoring documents and guiding key data collection and reflection on a twice-yearly basis.

3. Final evaluation

**Phase 1. Inception, baseline and M&E review:**

- Review the Baseline (specifically primary data collection and sampling) and M&E plan to identify improvements/necessary additions or amendments
- Review data gathering tools and provide recommendations on possible improvements, including for data cleaning, analysis and storage. This is to ensure the quality of information collected from field.
- A concise summary report of the key findings including full revised list of indicators and means of verification/data gathering tools for the baseline and M&E plan.
- Preliminary discussions with WWF to facilitate a common in-depth understanding of the conceptual framework for the evaluation and learning plan including evaluation questions and adjusting data collection methods, tools and sources.
- Drafting of the Evaluation and Learning Plan’

**Phase 2. Continuous review of monitoring documents:**

- Review the documents prepared by WWF to keep up to date with the project results and progress; and provide advice on any necessary changes or improvements in data collection and analysis.
- Conduct a feedback session with WWF country office as part of learning and quality assurance after submission of key data collection and monitoring points.
Submit a yearly short summary of main findings, learnings and reflections relevant to the final evaluation

Phase 3. Final evaluation:

- Prepare tools and questionnaires and adjust the scope where/if required. Advise on any modifications following any testing of tools.
- Advise on sampling for collection of end line data
- Work with country team to collect data using quantitative, qualitative observations and other appropriate methods (measurable indicators). The external research partner will provide leadership for field data collection with the logistical support of WWF country office.
- Ensure consistency and quality of information collected from field, cross check with the validity and reliability of information collected and verify.
- Following the data collection and analysis phase, the evaluation team (WWF) will make a presentation of the preliminary key findings (preliminary findings report) to key stakeholders.
- A detailed draft technical report will be shared with key partners for review, and once all feedback has been addressed, the experts will share a final report for review and validation.
- A final evaluation report (see outline in Annex B) concise summary report of the key findings and recommendations of the validated technical report drafted and shared.

These steps described in the various phases of the evaluation are the minimum suggested steps and variations may apply in the sequence or their number based on inputs and consultations with WWF.

ANNEX B: FINAL 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.

**Title Page**

Report title, project title, a, 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**

**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 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.)

B. **Project 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 (5-7 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

Annexes

- Terms of Reference
- Evaluation methodology detail
- Itinerary with key informants
- Documents consulted
- Project theory of change/ logical framework/ conceptual model/ list of primary goals and objectives
- Specific project and monitoring data, as appropriate
- Summary tables of progress towards outputs, objectives, and goals
- Maps
- Recommendations summary table

Part B. (Recommended) Evaluation Summary Table

The evaluator is to assign the project a score assessing the extent to which the project 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

The evaluator is 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. 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.
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description of Strong Performance</th>
<th>Evaluator Brief Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact</td>
<td>1. Most/all goals—stated desired changes in the status of species, ecosystems, ecological processes, human wellbeing—were realised.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. WWF actions have contributed to the perceived changes</td>
<td></td>
</tr>
<tr>
<td>Sustainability</td>
<td>1. Most or all factors for ensuring sustainability of results/impacts are being or have been established.</td>
<td></td>
</tr>
</tbody>
</table>

**ANNEX C: PROJECT DOCUMENT**

**ANNEX D: SITUATION ANALYSIS**

**ANNEX E: MELP FRAMEWORK**

On all international WWF Denmark programmes we run programme and annual MELP cycle which will also be applied to the Hempel Foundation partnership. The components highlighted in yellow will be communicated to the external research partner.

**Baseline data collection:** Primary data collection will be undertaken by WWF country office in order to ensure that pre-implementation measurements (benchmarks) are established for project indicators where required. This will most often be required only at impact level and in a few instances at Outcome level. This benchmarking will enable monitoring and measurement of change over the course of the project. To enhance efficiency, secondary data will be drawn upon for the majority of baseline data collection.
Following on from data collection and analysis, the project’s monitoring plan will be updated by WWF country office to reflect baseline values for the project’s indicators.

**Field monitoring:** Regular and ongoing data collection will be undertaken in the field by the WWF country office and relevant stakeholders according to the project’s monitoring plan. This plan sets out how frequently different types of data need to be collected, and what methods and tools should be used.

Field monitoring is largely focused on tracking progress towards project results (outputs and outcomes). An updated monitoring plan that captures progress against set annual targets will be submitted by WWF country office each year as part of the project’s narrative reporting.

**Project management meetings:** Regular meetings focused on the management and monitoring of the project will be held between WWF DK and WWF country office. These meetings will focus on operational issues, changes in risk and context, and assessing project progress and performance amongst other matters. WWF DK is responsible for scheduling and hosting these meetings. As also set out in the governance structure of the project.

Prior to these meetings it is expected that WWF country office will hold separate regular meetings with project stakeholders also focusing on operational issues and project performance. Updates and reflections from these meetings should then be shared during the project management meetings between WWF DK and WWF country office.

**Technical monitoring visits:** Bi-annual monitoring visits by WWF DK programme manager will take place to provide an opportunity for a deep dive into programme management and partner’s implementation as well as provide a space for WWF DK to engage directly with project implementation partners. These visits are a valuable opportunity to address any programme management challenges on the project and allows for strategic face-to-face discussions with partners.

These monitoring visits will usually be carried out bi-annually, at the end of quarter 1 and the end of quarter 3. WWF DK is responsible for scheduling these visits in collaboration with WWF country office.

**Learning sessions:** Learning sessions may be held remotely (online) or in the field and will focus on delving into particular aspects of the project with the intention of
generating learning for application in this project and beyond (for example, in other projects or programs, or in other countries). These sessions are a valuable opportunity for staff and stakeholders to take a deep-dive into an issue or aspect of the project and can be helpful for gathering insights and possible case-stories for sharing and reporting. The attendees list will be prepared by WWF DK in collaboration with WWF country office Project Manager depending on the topic chosen for the learning sessions. Each learning session will be max. half a day.

These learning sessions will usually be carried out bi-annually, at the end of quarter 1 and the end of quarter 3 (to ensure that any new learning will inform planning for the next year.) WWF DK is responsible for scheduling these learning sessions and providing a facilitator from outside the project.

**Narrative Reporting:** Reporting on progress will take place annually to the Hempel Foundation. This reporting is based on WWFs standard bi-annual internal reporting structures (Technical Progress Reports) delivered by WWF country office to WWF DK. WWF DK will submit the final Annual Narrative Report to the Hempel Foundation in Q1 each year.

**Technical progress report:** Semi-annual TPRs using as minimum the WWF Network standard format due Q3 and annual technical reports due Q1 each year. The Q1 report must include an assessment of the planned interventions in the following calendar year and indicate if any changes will be made to the planned outcomes.

**Annual workplan:** Planning will take place on an annual basis. WWF country office will revise milestones and prepare a budgeted workplan each year by December before entering the period of the plan. WWF DK will supervise this process.

**Impact Stories:** The project will adapt the most significant change technique to collect individual cases or stories of change. While WWF DK Communications department will be responsible for collecting the material for this, WWF Country office’s project manager and M&E advisor, and the WWF DK Project Manager, will provide oversight of this, including providing input into the selection of cases to investigate, ensuring these reflect a selection of representative outcomes sought by the project. Stories of change will be stated in Q3 Year 1 and followed up in Q2 and Q3 in Year 3.
**Rapid project review:** These reviews are real time evaluations led by WWF DK staff (either a Program Advisor and/or MEL Advisor) and undertaken over a period of days in country. The approach is formative, focused on processes, with the overarching purpose of generating actionable learnings that can be implemented to improve project performance and outcomes.

Rapid project reviews can be a valuable opportunity to take stock and validate the project’s Theory of Change (ToC) – particularly through looking at the assumptions underpinning the ToC. The approach adopted in a rapid project review is generally interactive, drawing on a range of data collection methods such as key informant interviews, focus group discussions and field observations.

Having this exercise led by WWF staff importantly helps to contribute to the generation of institutional knowledge, while supporting efficient use of project resources. WWF DK staff are responsible for documentation of the rapid project review, with a less formal style short report which focuses on highlighting recommendations.

WWF country office will support the preparation of the visit (field visits, key informant interviews, focus group etc) and respond to the recommendations listed in the Rapid Project Review document.

Based on this, WWF country office and the WWF DK Program Manager must agree to a plan for action for implementing recommendations. Follow up on rapid project reviews will be incorporated into and reflected in the annual narrative reporting.

**Steering Group Meetings:** WWF DK in collaboration with WWF country office will invite the Hempel Foundation to a half day meeting assessing. Meetings will be in Q1 and Q3 each year. The Q1 meeting will be based on the most recent Narrative Report, and the Q3 meeting will focus on status and progress. The standing agenda will focus on progress and discussion of challenges and learnings at an impact and outcome level, including delays and burn rate.

The meetings have a clear communication and accountability objective, opening a space for direct dialogue between the Foundation and WWF country office and UWA (the day-to-day implementers of the project). The meeting will function as a way of informing the Foundation about the project and should not be used to present new ideas.