



# Terms of Reference for the Final Evaluation of WWF-Norway's Portfolio, 'Sustaining tropical forests for Climate, nature and People, 2021-25'

## Background

This Terms of Reference (ToR) is for a final evaluation of the four programmes and the overall portfolio under the WWF-Norway "Sustaining tropical forests for Climate, Nature and People" grant portfolio. Through this programme portfolio, WWF-Norway supports the development of sustainable commodity and finance markets in Brazil, China, Colombia and Norway with an aim of halting deforestation and conversion in the Congo Basin, Amazon and Cerrado.

The portfolio is supported by funds from the Norwegian International Forests and Climate Initiative (NICFI) through Norad and totals approximately NOK 100 million. The overall purpose of NICFI's support is to reduce and reverse the loss of tropical forests and in turn contribute to a stable climate, the protection of biodiversity, and sustainable development.

In 2021, WWF-Norway received a grant from Norad to work on the programme portfolio. WWF-Norway originally aimed to achieve three programme outcomes before the end of the programme implementation phase, but had to revise to two portfolio outcomes as a programme in the Democratic Republic of the Congo was phased out:

- Outcome 2: By 2025, key commodity and financial markets stimulate deforestation-free production in tropical forest in Brazil, Colombia and DRC.
- Outcome 3: By 2025, all programme elements incorporate Climate Smart and Inclusive Conservation, and awareness is raised in Norway on DCF issues, solutions and results.

The programme underwent a mid-term review in 2023. As per WWF-Norway and WWF Network standards a final evaluation of the programme portfolio is required.

## Purpose and objectives

The main purpose of the final evaluation is to provide WWF and stakeholders with an independent assessment of a) the four programmes against their outcome and impact targets, and b) the programme portfolio, against the outcome and impact targets in the overall results framework, focusing on impacts achieved by the programmes and the portfolio and identifying lessons learned.

The evaluation will be carried out against the set targets and three of the OECD DAC criteria for evaluation<sup>1</sup>, which will enable a clear assessment of the programme's achievements and potential legacy. Typically, that means Effectiveness, Impact and Sustainability, as per the rationale below:

- **Effectiveness:** This criterion is fundamental in determining whether the programme achieved its intended objectives. It provides a measure of the programme's success by examining if it delivered the expected outcomes and made progress toward the primary goals. In a final evaluation, effectiveness offers a clear picture of the program's accomplishments.
- **Impact:** Impact is crucial because it assesses the broader, often long-term, effects of the programme on the target groups and beyond. This criterion helps identify unintended consequences (both positive and negative) and broader changes that the programme may have

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<sup>1</sup> OECD (n.d.). Evaluation Criteria - OECD. [online] [www.oecd.org](https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm). Available at: <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

catalysed. Understanding impact is essential to gauge the program's lasting influence on development challenges.

- **Sustainability:** As the programme concludes, sustainability becomes especially important. It examines whether the programme's benefits are likely to endure over time, even without continued support. A final evaluation that emphasizes sustainability can reveal the programme's potential for lasting change and its likelihood of building self-reliant systems or capacities within the target groups or sector.

These three criteria combined give a comprehensive view of the programme's immediate success, its long-term impact, and its potential for continued influence, making them the most valuable for this final evaluation. The other three OECD DAC criteria will not be assessed in the final evaluation, as they have been reviewed previously in the mid-term evaluations and the findings are largely still valid.

As such, the specific objectives of the final evaluation are to:

1. Assess the four individual country outcomes and impact against the following three OECD DAC criteria for evaluation – 1) Effectiveness, 2) Impact and 3) Sustainability and make recommendations relevant for future similar programmes.
2. Assess the overall portfolio outcomes and impact against the following three OECD DAC criteria for evaluation – 1) Effectiveness, 2) Impact and 3) Sustainability and make recommendations relevant for future portfolios of this nature.
3. Assess the extent to which cross-cutting issues (gender equality, human rights, environment and climate, anti-corruption), have been factored into and influenced programme implementation and identify any specific positive or negative impacts related to these.
  - Building upon the analysis in the Mid-Term Review (MTR), analyse how WWF-Norway and partner WWF offices managed the rapid changes during the implementation period, including Covid and other changes relevant either at programme level or across several programmes, as well as adjustments implemented since the MTR. What learnings for future work can be identified?
4. Assess the added value and related costs of WWF-Norway and the WWF Network, i.e. in addition to the role of the implementing offices to the achievements of the portfolio, and how this could be further enhanced in the future.
5. Identify key lessons learned and recommend ways to promote future application of these.
6. Address a limited set of specific questions that each of five individual programmes may wish to add to their specific programme-level evaluations.

The key users and target audience for this final evaluation report are the WWF-Norway programme advisors and managers, the partner WWF offices who have lead implementation, programme stakeholders and Norad. The final report will be included as a basis for analysis in WWF Norway's NICFI Grant portfolio final results report, and it will feed into future work undertaken by WWF-Norway and partner WWF offices.

### Existing Information Sources

- Mid-term review of the programme portfolio, 2023
- Annual reports for the individual programmes for 2024 if available (depending on timing of the evaluation) and all previous years of the programme portfolio
- Other programme specific documentation as required – the original application, assessments, reports etc

## Methodology and process

The methodology will be tailored by the consultant/s in the inception phase to address the specific objectives in the final evaluation as mentioned above. Methodology may include but not limited to, review of relevant documents as listed above, and other documents and reports reviewed and produced by the programmes, as well as site visits and interviews and discussions with key stakeholders, WWF staff, concerned Norad staff and others.

To maximise the evaluation teams' ability to review the programmes while being conscious of the amount of travel and carbon emissions, going to China, Brazil, Colombia and Norway is required. In addition to physical visits, input from programme partners can be sought digitally during the evaluation process.

During the evaluation process site visits, discussions and surveys for programme participants (members/employees of private and finance sector actors and trade associations that are targeted by WWF-Norway and partners under the NICFI grant) and focus group discussions can be used to inform the final evaluation. Participation of stakeholders in the evaluation should be maintained throughout, reflecting opinions, expectations, and vision about the contribution of the programme portfolio towards the achievement of its outcomes.

## Outputs and deliverables

The consultant shall provide WWF-Norway with the following:

- a. A brief inception report, max 10 pages, highlighting the key questions, methodology, timeline, and stakeholder engagement plan
- b. Draft evaluation report (main text excluding summary and annexes not to exceed 50 pages), in line with template to be provided by WWF-Norway.
- c. PowerPoint presentation summarising the methodology and approach taken, the evaluation findings, conclusion, recommendations and lessons learned.
- d. Presentation of the findings, possibly physically in Oslo to WWF-Norway and Norad, as well as digitally with each of the programme partners about their specific programmes and the overall portfolio as well.
- e. Final evaluation report (including an executive summary with main findings and recommendations, that can be easily shared with stakeholders and partners) as per the report template/layout provided by WWF-Norway.

## Requirements of the evaluators

Qualifications & Experience include:

- Degree in social sciences, environmental sciences, or similar related field
- Minimum 10 years of experience in relevant field, with particular experience in working with private sector engagement and sustainable commodity markets
- At least 5 years' experience with evaluation of ODA programmes. Experience with evaluations of environmental portfolios in particular is an asset
- Proficient in programme design, monitoring and evaluation
- Knowledge of, and experience in, evaluating programmes funded by Norad and requirements under Norwegian development assistance would be an advantage
- Demonstrable competence in facilitation, moderation and participatory methodologies
- Excellent communication skills in English. Knowledge of Mandarin would be an asset.
- Good knowledge of at least some of the geographical areas (Brazil, China, Colombia and Norway)

- Computer literate (Microsoft: Word, Excel, Access, PowerPoint, Publisher, Teams and Zoom)

Ethics, social responsibility and environmental sustainability:

WWF-Norway, as well as consultants working for us, shall observe the highest standards of ethics during procurement and execution of contracts. Ethical procurement respects international standards against criminal conduct (like bribery, corruption, fraud) and human rights abuse (including modern slavery). WWF-Norway would like to ensure that the consultants we recruit are compliant with relevant standards, e.g. [Åpenhetsloven](#) and [ILO](#) etc and would request evidence of this compliance as part of the submission. If the supplier does not have any memberships or certifications, a copy of their Ethical Policy, Corporate Social Responsibility Policy, or similar environmental and social policies, should accompany the submission.

## Implementation arrangements

The consultant will lead the process independently but aim to actively involve and engage WWF staff and stakeholders in the process. The consultant will be contracted by WWF-Norway who will work with WWF country office partners who shall arrange necessary site visits for the consultant and meetings in the programme countries according to the ToR and the plan developed by the evaluators.

## Time frame and duration

The final evaluation will mainly be carried out between May to August 2025, with most country visits and data collection in May and June, with a deadline for the final report of latest 15 August 2025. WWF-Norway estimates the total duration will be 40 working days, based on the following breakdown:

- 5 working days for literature review (reading relevant documentation) and planning the final evaluation in detail – producing a brief inception report.
- 2 working days for further literature review.
- 25 working days (field trips included) to undertake interviews, site visit; review evidence, etc. (7 days for China, including travel; 4 working days each for Brazil and Colombia, plus 5 days travel, 5 days other interviews, preps etc. - including WWF-Norway, Norad, KLD)
- 5 working days at home base for analysis and preparing the draft final evaluation report and presentation.
- 3 working days editing and concluding the final evaluation report after receiving comments from WWF.

## Mode of application

Interested candidates should send their application clearly indicating how they meet the above 'Requirements of the evaluators', including application letter, proposed methodology, budget, availability timewise to undertake the work and relevant resumes, to [tender@wwf.no](mailto:tender@wwf.no) by 16.00 hrs Oslo time on 21<sup>st</sup> February 2025.

Interested candidates can email questions for clarification to Steven McQueen ([smcqueen@wwf.no](mailto:smcqueen@wwf.no)) and Inger Karoline Hovstein ([ihovstein@wwf.no](mailto:ihovstein@wwf.no)), and a written response will be provided, which will also be shared publicly on a Q&A on the web page along with the ToR advertisement.