



Terms of Reference for the Final Evaluation of WWF-Norway's Portfolio, 'Civil Society Delivering on the SDGs for Nature, Climate and People, 2021-25'

Background

This Terms of Reference (ToR) is for a final evaluation of the five programmes and the overall portfolio under the WWF-Norway "Civil Society Delivering of the SDGs for Nature, Climate and People" grant portfolio. Through this programme portfolio, WWF-Norway supports the implementation of five programmes on fisheries, climate and energy and infrastructure in seven countries to strengthen the capacity of local civil society organisations to influence and address the problems of weak governance, lack of corporate standards and unsustainable investments.

The portfolio is supported primarily by funds from Norad, with matching funds from WWF-Norway, totalling NOK 243 million. An overarching purpose of Norad's support under this grant funding is to strengthen civil society in developing countries, and their ability to promote democracy, human rights and poverty reduction.

In 2021, WWF-Norway received a grant from Norad's Section for Civil Society (SIVSA) to work on the programme portfolio. To contribute to the SDGs under the SIVSA grant, WWF-Norway aims to achieve four key outcomes as follows;

1. Civil Society Organisations (CSOs) in Africa and China are strengthened and influence change.
2. National and regional government in Africa and China develop, adopt and implement sustainable policies related to fisheries, energy or infrastructure.
3. Companies in Africa and China adopt and implement sustainable standards and practices.
4. Financial Institutions in Africa and China adopt and implement sustainable principles and standards and invest accordingly.

The geographic focus of the international grant portfolio includes China, Kenya, Uganda, Tanzania, Mozambique, South Africa, Madagascar and Norway, implementing the following five programmes (host country for the regional programmes in bold, and WWF-Norway project number in brackets);

1. Africa Sustainable Infrastructure and Investment (China, **Kenya**, Tanzania and Madagascar) (5050)
2. Africa Energy Transition (**Uganda**, China, Kenya, Madagascar and Tanzania) (5051)
3. Promoting Sustainability in Chinese Fisheries in the Yellow Sea & South West Indian Ocean Programme (China) (5052)
4. China Climate and Energy Transition Programme (China) (5053)
5. Unlocking a Sustainable Blue Economy in the South West Indian Ocean Programme (**Madagascar**, China, Kenya, Tanzania, Mozambique and South Africa) (5054)

The programme underwent a mid-term review in 2023. As per WWF-Norway and WWF Network Standards, as well as the Grant Agreement between Norad and WWF-Norway, 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 achievements of the five programmes against their outcome and impact targets, and b) the overall 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 evaluation¹, which will enable a clear assessment of the programme's achievements and potential legacy². Typically, that means Effectiveness, Impact and Sustainability, as per the rationale below:

- **Effectiveness:** This criterion is fundamental in determining whether the program 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 program on the target groups and beyond. This criterion helps identify unintended consequences (both positive and negative) and broader changes that the programme may have 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 five individual programmes' 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.
4. Building upon the analysis in the Mid-Term Review (MTR), analyse how WWF-Norway and partner WWF offices managed the rapid changes, e.g. COVID 19 and related official responses, during the implementation period. The rapid changes noted should include COVID 19 as well as other changes relevant either at programme level or across several programmes, as well as adjustments implemented since the MTR. What learnings can be identified for future work?

¹ OECD (n.d.). Evaluation Criteria - OECD. [online] [www.oecd.org](https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.html). Available at:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.html>

² The other three OECD evaluation criteria, i.e. relevance, coherence and efficiency were covered substantially in the Mid-term Review.

5. 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.
6. Analyse the usefulness and realism in presenting detailed budgets for a five-year period as part of the initial application.
7. Identify key lessons learned and recommend ways to promote future application of these, including, but not limited to, the localisation agenda³ and further strengthening of civil society.
8. Address a limited set of specific questions that each of the 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 led implementation, programme stakeholders and Norad. The final report will be included as a basis for analysis in WWF Norway's Civil Society 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 and for the programme portfolio from 2021 to 2024.
- Other programme specific documentation as required – the original application, assessments, reports etc

Methodology and process

The methodology will be tailored by the consultant 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.

In order to maximise the evaluation teams' ability to review the programmes while being conscious of the amount of travel and carbon emissions, going to China is required, given two of the five programmes are implemented there. In addition to this, three African countries, where all the three regional programmes in Africa operate and/or are hosted, i.e. Madagascar, Kenya and Tanzania, will be visited. Countries engaged in just one programme, e.g. Uganda, Mozambique and South Africa will not be prioritised for physical visits, though their input should be sought digitally during the evaluation process.

During the evaluation process site visits, discussions and surveys for programme participants (members/employees of CSOs targeted by WWF-Norway and partners under the SIVSA 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.

³ The localization agenda in development aid is a strategy to empower local communities to lead and deliver humanitarian aid and development programmes. The goal is to make aid work more relevant, efficient, and sustainable by giving local actors more power and resources.

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 of the evaluation team to include:

- Degree in social sciences, environmental sciences, or similar field of studies
- Minimum 10 years of experience in relevant field, with particular experience in working with Civil Society Organisations and capacity building
- At least 5 years' experience with evaluation of ODA programmes. Experience with evaluations of environmental and/or civil society 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. Other regional languages are an asset, particularly Mandarin.
- Good knowledge of at least some of the geographical areas (East and Southern Africa, South West Indian Ocean and China)
- 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. In the event that 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 be carried out between June to October 2025, with the majority of country visits and data collection in June and July, with a deadline for the final report of latest 15th October 2025. WWF-Norway estimates the total duration will be 69 working days, based on the following breakdown:

- 7 working days for literature review (reading relevant documentation) and planning the final evaluation in detail – producing and presenting a brief inception report to WWF-Norway and Norad.
- 3 working days for further literature review
- 48 working days (field trips included) to undertake interviews, site visit; review evidence, etc. (12 days for China, including travel; 8 working days each per 3 African countries, plus 5 days travel, 7 days other interviews, preps etc. - including WWF-Norway, Norad, countries not visited etc.)
- 8 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 by 16.00 hrs Oslo time on 7th February 2025.

Interested candidates can email questions for clarification to Steven McQueen (smcqueen@wwf.no) and Inger Karoline Hovstein (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.