



## **Terms of Reference**

### **Team of Consultants for the Joint Mid-Term Review of Strategic Partnership Agreement (SPA) and Leading the Change (LtC) Projects**

#### **I. INTRODUCTION**

This is the Terms of Reference (ToR) for the Midterm Review (MTR) of the two complementary projects, namely “Strategic Partnership Agreement (SPA), funded under Danida and “Leading the Change” (LtC) funded under Sida Ciysam, and both implemented by WWF Myanmar. The SPA Project is a four (4) year project (2018-2021) and on its 3<sup>rd</sup> year of project implementation. The LtC Project, on the otherhand, is a five (5) year project (2018-2022) currently on its 3<sup>rd</sup> year of implementation. In line with the objective of ensuring relevance of these projects on ground realities, a joint mid-term review (MTR) of these projects will be conducted.

#### **II. OBJECTIVE OF THE MTR**

The MTR is expected to assess progress towards the achievement of the project objectives and outcomes as specified in the Project Documents (both the LtC and Danida project), and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project’s strategy and its risks to sustainability.

Further, the MTR also aims to make a deep dive on the CSO partnerships and its alignment with WWF commitment of strengthening ownership and accountability. This MTR will serve as a learning exercise for WWF and other key stakeholders especially the approach in building strategic partnerships with local CSOs in delivering conservation outcomes in DTL.

#### **III. PROJECT BACKGROUND INFORMATION**

##### **Strategic Partnership Agreement (SPA)**

Under the headline “Inclusive green economies in developing countries”, the overall objective of the SPA is that “Civil society effectively exercise their human and environmental rights and are actively influencing decision-making to promote sustainable use and equitable benefit sharing of natural resources and ecosystem services for the long-term sustainable development of people and nature.

To achieve this long term objective, WWF will work toward achieving two immediate objectives, within the 4-year timeframe of the partnership engagement:

1. A strengthened and capable civil-society contributes to improvements in terms of rights to natural resources and access to energy for the increased human-wellbeing of youth, women and men in the programme areas.
2. Markets, policies, regulations and practices in key sectors show signs of improved environmental sustainability and increased social inclusion and economic equity.



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Building strongly on the current framework agreement between WWF and Danida, the partnership engagement focused on two country programmes in East Africa (Uganda, Kenya) and two in the Greater Mekong region (Myanmar, Vietnam).

For Myanmar:

The programme objective is to contribute to a sustainable green economy that includes CS in decision making and benefits the marginalized and ethnic populations. The theory of change builds on the assumption that: (i) if the value of nature is integrated into political and economic decision making and planning processes it will lead to a sustainable green economy for Myanmar; (ii) the arguments linked to a green economy approach will encourage the GoM and the KNU to choose a development path with equitable benefits that reflect the value of nature; (iii) if CSOs in Myanmar are strengthened they can actively influence policies and hold government and private sector accountable to those policies. The programme will focus on the energy, forest and water sectors, where unsustainable development has significant negative impacts on the resource dependent communities. To reach the programme objective two main results need to be achieved. Firstly, by 2021, CS actively influence policies and development planning to create an enabling environment to attract green investments, protect natural capital, and promote equitable benefits of ecosystem services. Secondly, by 2021, financial incentives and framework conditions for a green economy transition are in place, leading to increased investment in sustainable natural resource management and production, benefitting men and women's livelihoods in marginalized and ethnic populations. To achieve these results WWF will:

- work with relevant CSOs to ensure representation of women and youth and
- strengthen their capacity to effectively exercise their rights, collate data and conduct evidence-based advocacy to influence policies and public and private sector development related to energy, forestry and freshwater, and hold government and private sector accountable; (ii) work with the private sector and CS to ensure investments and development in energy, forestry and water are sustainable and account for the rights of local people, for instance through establishment of multi-stakeholder stewardship platforms for collective action on governance of shared natural resources and ecosystems services; (iii) work with CS, government, and private sector to pilot business solutions, that demonstrate alternative livelihoods (especially with the Karen people, women and youth) and promote incentives and mechanisms for sustainable financing. The programme will focus on the Tanintharyi Region and Karen State in the south east of Myanmar.

### **Leading the Change (LtC)**

The Leading the Change programme is a five-year programme 2018-2022 financed by WWF Sweden with funds from the Swedish CSO strategy distributed by the Sida department Civsam. The implementing partners are regional and national country and programme WWF offices in Africa and Southeast Asia. All program interventions are based on a human rights-based approach and equitable partnerships with the participating CSOs and communities.

The program's overall goal is:

*People and communities in programme areas are effectively exercising their rights, controlling decisions and equitably receiving benefits from natural resources, and contributing to the sustainable management of key ecosystems and habitats.*



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The LtC project in Myanmar is a part of a regional project intervention implemented in Myanmar, Thailand, Cambodia, Laos and Vietnam. The Myanmar project addresses issues of rights, capacity and roles of communities and civil society in natural resource management, advocacy and inclusive participation in decision-making across the following thematic areas: Wildlife, Forests, Freshwater (?) and Climate, Energy.

The programme address key challenges related to environmental degradation, poverty and human rights such as:

- developing the institutional and technical capacities of CSOs (including community-based organisations, CBOs);
- promoting CSO coordination and sharing of information and experiences through coalitions and platforms;
- strengthening the engagement and influence of CSOs and communities in policy dialogues and decision-making related to natural resources;
- securing communities' rights to resources and equitable benefits for all rights holders within these communities;
- developing community-based resource management arrangements and enterprises
- deepening WWF's and CSO partners' understanding of and commitment to applying human rights-based approaches in conservation.

#### **Annex 1—SANIDA Results Framework**

## **IV. MTR APPROACH AND METHODOLOGY**

The MTR must provide evidence-based information that is credible, reliable and useful. The MTR consultant together with WWF colleagues will review all relevant sources of information including the Project Document, project reports including Annual Project Reports/TPR, project budget revisions, and any other materials that the evaluation consultant considers useful for this evidence-based review.

The MTR team is expected to follow a collaborative and participatory approach ensuring close engagement with the Project Team, local communities, CSO partners, and other key stakeholders.

## **V. DETAILED SCOPE OF THE MTR**

The MTR team will assess the following four categories of project progress. These categories are: project strategy, progress towards results (outputs, outcomes and impact), project implementation and adaptive management, and sustainability.

### **A. Project Strategy**

Project design:



- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to which the project results as outlined in the Project Documents.

- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses key issues of the area, including its approaches.
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design.
- If there are major areas of concern, recommend areas for improvement.

#### SANIDA Results Framework/Logframe:

- Undertake a critical analysis of the project's theory of change as indicated in the results framework, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Review the complementarity of the two projects – SPA and LtC (Danida/Sida funded projects) and if they have been reflected well in the SANIDA joint results framework.
- Examine if progress so far has led to, or could in the future catalyse beneficial conservation effects and economic benefits that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture conservation benefits.

### **B. Progress Towards Results**

#### Progress Towards Outcomes Analysis:

- Review the results framework indicators against progress made at mid-term towards the end-of-project targets and make recommendations from the areas marked as delayed or likely to be achieved

### **C. Project Implementation and Adaptive Management**

#### CSO Engagement and Partnership

- Review the partnership between WWF and CSO partners in the light of key principles to which WWF is committed (including those of ownership, alignment and accountability); Has the project developed and leveraged the necessary and appropriate partnerships with CSOs and other stakeholders?



- Identify strengths, areas for improvement; and lessons learned for partnership development.
- Review the roles of WWF in the partnership with CSOs; and draw the lessons learned
- Understand the perceptions of CSOs on the roles of WWF in the landscape
  
- Understand CSOs view of the partnership with WWF and where it could improve

#### Gender Mainstreaming

- Review the extent to which the project integrated gender concerns in its project implementation. Has the project conducted gender analysis to understand the role of women in project implementation? Are the activities designed to ensure and increase women participation? Are there clear targets on increasing women participation?

#### Management Arrangements:

- Review overall **effectiveness of project management**. Are they effective and efficient? Is the structure of the project team of WWF responding to the demands of the Project? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the WWF and recommend areas for improvement.

#### Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

#### Finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.

#### Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Is the system results-based? Do they involve key partners? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive? If not used in the most optimal way how could the use of them be improved?

#### Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with key partners.
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

#### Communications:



- Review internal and external project communication with stakeholders. Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received?

Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?

#### **D. Sustainability**

- Validate whether the risks identified in the Project Document, Project Reports are the most important and whether the risk are appropriate and up to date. If not, explain why.
- Review the different risks to sustainability including financial, political, social and environmental risks that may jeopardize sustainability of project benefits and outcomes;

#### **Lessons Learned**

The MTR consultant should be able to facilitate the learning process of the project review. It is expected that the consultant will be able to draw from all stakeholders the lessons learned on project formulation, project implementation and adaptive management. A special focus on identifying the lessons learned from CSO engagement and partnership of the project will be given more attention in the review process.

#### **Conclusions & Recommendations**

The MTR Consultant will include a section of the report setting out the MTR’s evidence-based conclusions and recommendations. The recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant especially in the following areas:

- 1) Progress Towards Results
- 2) Project Implementation and Adaptive Management
- 3) A special section on CSO Engagement and Partnership
- 4) Sustainability

#### **VI. TIMEFRAME**

The MTR consultancy will be for 20 working days (to be supplied of days) starting July to September 2020. The tentative MTR timeframe is as follows:

<b>TIMEFRAME</b>	<b>ACTIVITY</b>
2 <sup>nd</sup> week of July	Consultant is officially on board
3 days	Document review and preparing MTR Inception Report Finalization and Validation of MTR Inception Report- latest start of MTR mission
9 days	MTR mission: stakeholder meetings, interviews, field visits (if feasible)
1 day	Mission wrap-up meeting & presentation of initial findings-earliest end of MTR mission
4 days	Preparing draft MTR report



1 day	Presentation and discussion of the first draft of the report to WWF (Myanmar, Denmark, Sweden, Greater Mekong)
2 days	Preparation of the final MTR report

## VII. MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing
1	<b>MTR Inception Report</b>	MTR Consultant clarifies objectives and methods of Midterm Review	No later than 2 weeks before the MTR mission
2	<b>Presentation</b>	Initial Findings	End of MTR mission
3	<b>Draft Final Report</b>	Full report	Within 3 weeks of the MTR mission
4	<b>Final Report*</b>	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving WWF comments

\*The final MTR report must be in English. If applicable, WWF may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

## VIII. MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the WWF Myanmar.

The WWF Myanmar will contract the MTR consultant and ensure the timely provision of DSAs and travel arrangements in DTL. The Forest Manager and the CSO Engagement Manager will be responsible for liaising with the MTR Consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

## IX. TEAM COMPOSITION

A team of two independent consultants will conduct the MTR - one team leader (with experience and exposure to projects and evaluations in other regions globally) and one team member, from Myanmar. The consultants must not have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

For the International Consultant who will be the team leader should possess the following qualifications:

- Competence in results-based monitoring and Reviews
- Competence in adaptive management, as applied to biodiversity conservation
- At least 3-5 years working experience in conducting programme or project reviews and evaluations
- Experience working in the Myanmar or in Southeast Asian countries with more or less similar socio-economic and environmental context like the Myanmar



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- Work experience in relevant technical areas for at least 10 years
  - Demonstrated understanding of issues related to biodiversity conservation within the socio-political context of Myanmar
  - Excellent communication skills
  - Demonstrable analytical skills
- 
- A Master's degree in social science, social forestry, ecology, environmental management, community development or other closely related field

The International Consultant, as the team leader, will primarily cover the tasks, but not limited to the following:

1. Prepare the MTR Inception Report including a detailed plan of the mission with an interview schedule, review questions and provide to WWF no later than 2 weeks before the MTR mission
2. Ensure the participatory approach in conducting MTR activities;
3. Analyse the level of partnership of CSOs and WWF in DTL;
4. Consolidate and analyse data and information gathered during the review;
5. Work closely with relevant WWF staff in the conduct of MTR activities
6. Infuse new ideas based on best practices of other countries in project implementation to ensure progress towards the project's development objectives;
7. Lead the finalization of the MTR Report;

The national reviewer who will be the national consultant should have the following qualifications and competencies:

- Degree in Economics, Resource Management, Community Development, Ecology or any related field
- At least 3-5 years working experience in conducting programme or project reviews and evaluations
- Demonstrated strong knowledge of Monitoring and Evaluation methods for development projects; knowledge of results-based management orientation and practices;
- Familiarity with local context and dynamics in Myanmar,
- Fluency in the English language and excellent oral and written communication skills.

The National Consultant will primarily support the International Consultant in the conduct of the project review.

The Review Team is expected to discuss among themselves their detailed division of work ensuring that the requirements of the TOR are responded to. These should be clearly articulated in the MTR Inception Report.

In consultation with the MTR Consultants and as requested, WWF will make available all relevant documentation and provide contact information to key project partners and stakeholders, and facilitate contact where needed. The WWF will also assist in organizing any briefing and de-briefing meetings including coordination of stakeholders' input in the review draft report.



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## **X. PAYMENT MODALITIES AND SPECIFICATIONS**

Consultants will be contracted by WWF and will be output-based and payment issued only upon delivery of satisfactory outputs/milestones.

**Table 6. Payment Schedule**

<b>%</b>	<b>Milestone</b>
10%	Upon signing of the contract and submission of MTR Inception REport
30%	Upon submission and acceptance of the 1 <sup>st</sup> draft of the MTR Report
60%	Upon submission and acceptance of the final MTR Report