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Terms of Reference (TORs)

for

THE MID-TERM REVIEW OF THE MOZAMBIQUE COUNTRY STRATEGIC PLAN (2016-2020)

1. Background and Justification

WWF Mozambique Country Office (MCO) has been implementing its Country Strategic Plan (CSP) 2016-2020 for two years since its adoption. The goal of the CSP is that *natural capital is well maintained and thriving, ensuring sustainable and equitable development for the wellbeing of the people of Mozambique*. This vision is intended to be simple and relevant across a wide range of partners and stakeholders – effectively an invitation by WWF MCO for partners to join forces in executing its three objectives focused on unique and priority ecosystems, and supported by an overarching governance objective as follows:

- **Governance Objective:** By 2020, the state of the natural capital is at least maintained at 2015 levels and valued in the Rovuma Landscape, Zambezi Landscape and the Mozambique Seascape.
- **Rovuma Landscape:** By 2020, the ecological status of priority habitats and target species populations is at least maintained at 2016 levels.
- **Zambezi Landscape:** By 2020, priority habitats and species are at least maintained at 2015 levels, and conditions are enabled to restore ecological processes.
- **Mozambique Seascape:** By 2020, priority coastal and marine habitats and species populations are at least maintained at 2015 levels or recovering.

Essentially, four conservation programmes make up the CSP, under which a set of sub-objectives and associated strategies are defined to contribute to the achievement of the CSP goal. In addition, a suite of ‘must wins’ strategies toward achieving the stated conservation objectives have been identified including i) implementation of natural capital mapping and valuation to inform national and local development planning and decision making, ii) increased engagement with civil society to combat illegal fisheries, logging and poaching, iii) adoption of improved agriculture and fisheries best practices, and iv) improved transparency and accountability mechanisms for natural resource management.

WWF MCO is using a delivery model for its Strategy that entrenches combination of approaches including partnerships, partner capacity building, outsourcing services, and hiring and retaining

high calibre workforce. WWF MCO is strengthening and streamlining collaborations into effective partnerships at both the national and local levels with government institutions, Civil Society Organizations (CSOs), targeted private sector actors, local communities and relevant bi- and multi-lateral donor agencies, through either consortia or one-to-one partnerships depending on context and prevailing mutual interests. Capacity building for partners is sought for objectives of contributing to implementation at scale, and based on partners' pre-assessed positioning with local communities and authorities, and prior experience and capabilities for both sound technical delivery and financial management and accountability. WWF MCO also seeks out outsourcing services for high end analytical tasks that either require huge scope or special expert skills outside the realm of current organizational capacity. Due diligence and value for money for such services are front and centre in the decision making processes. The CSP also encompasses operational aspects of the Organization, elaborating fundraising, financial management, communications, partnerships, M&E, and Human Resources strategies and action plans in support of the conservation objectives.

The CSP's two years of implementation have made substantial investments in conservation and management of natural resources, but have also seen changing contexts and new emerging opportunities at local, national, regional and global levels. Mozambique's economy is emerging—notably through the extractives sector with the discovery of large natural gas reserves in the Rovuma landscape, positioning the country as an exciting investment opportunity in Africa. Natural resource discoveries are attracting major investment and socioeconomic prospects going forward as natural gas projects come online post 2020. The projected economic boom associated with the extractives sector is expected to have multiple positive and negative externalities for the rest of the economy, as well as Mozambique's unique natural resources base.

While WWF MCO recognizes such opportunities and consequential challenges, the global WWF Network has also embarked on redefining its global conservation agenda in order to make significant and impactful change at the planetary scale, recognizing the need to accelerate a transition towards a sustainable future combining economic development and the protection of the environment. The newly adopted Global Conservation Practices and draft Africa Conservation Priorities centered on six major areas (oceans, wildlife, forests, freshwater, food, and climate and energy) and three drivers of nature degradation (markets, finance and governance), not only urge countries to increase efforts to stabilize and reverse the loss of nature through strong integration between practices while preserving specific niches of each practice, but also ensure the relevance of actions in the wake of realization that whilst nature loss occurs at a local scale, the forces driving the loss are increasingly global in nature. To effect change and reverse the trend, WWF and its partners will need to work across scales to: support local communities to become effective custodians of their natural resources, transform the biggest global pressures on nature including food and energy systems, and influence the biggest global drivers of the loss of nature including global markets, governance and financial systems.

Given these local and global realities and after two years of implementation, WWF MCO envisages that it is time to do a reflection of its CSP by commissioning a midterm review (MTR). The MTR will presents an opportunity to review and redefine the strategic focus of WWF MCO in terms of scope and focus of the CSP and corresponding Country Programme Action Plans which identifies specific conservation challenges that MCO should address and the interventions to support it. The review is meant to assist WWF MCO in focusing on those areas where it can bring an added value, avoid duplication of efforts and achieve greater efficiency and impact. It will also provide WWF MCO with recommendations for further refining the priorities of the Organization and identify additional new priority areas. The findings of the review should inform the preparation of sector-wide programmes and budget for 2019 and beyond. Given that part of the Organization’s budget is financed by external agencies and donors, the review will also help the donors understand better the way the Organization operates and the manner in which their resources have been utilized as well as to what extent the objectives have been achieved. In sum, the review will provide donors with an assessment of the Organization’s work and effectiveness, thus allowing them to be better able to take informed decisions on future funding for WWF MCO.

2. Objective of the Consultancy

The overall objective of the MTR is to review progress in implementation of the CSP 2016-2020 and assess the relevance of the country strategy in light of the many changes in the local, national and international contexts. Specifically, the MTR will review three aspect of the CSP as follows:

Strategy Implementation and Impact	<ul style="list-style-type: none"> - Examine progress in implementation/performance of WWF MCO’s programmes/projects against the CSP Results Framework (Outputs, Outcomes, Goals), identifying areas in which WWF MCO has played a relevant role and is making an impact - Provide recommendations for improving implementation of the CSP in general and Country Programmes Action Plans in particular to ensure achievement of outcomes and impacts by 2020 and beyond
Strategy Relevance and Adaptability	<ul style="list-style-type: none"> - Examine the extent to which changing local, national, international and WWF Network realities and opportunities impact CSP implementation and relevance, and assess how the CSP links with other actors’ strategies and WWF Global Practice Strategies can be strengthened - Make recommendations for adjusting/improving, where necessary, the CSP, in light of the evolving contexts and Organization’s limited resources
Strategy Sustainability	<ul style="list-style-type: none"> - Analyze the aspects (challenges and opportunities) of WWF MCO’s Service Delivery Models and Capacity Development Models that work well and should continue, that do not work well but should be strengthened, and that do not work well and should be discontinued - Assess the effectiveness, efficiency and adequacy of the organization’s set up and operations to support the effective delivery, ambitions and sustainability of conservation, in particular on synergies, collaboration and coordination between programmes and with support functions

3. Scope of Work and Methodology

The MTR will allow WWF MCO to take stock of the current situation and the changing dynamics, while laying the foundations for full impact evaluation to be held in 2020. It will comprise of a three-prong methodological approach vis-à-vis:

- (a) The first part will basically involve conducting a review of the current context particularly socio-economic and political developments at local, national and international levels including Government development and conservation priorities, regional development priorities, WWF Global Practices and emerging global sustainable development agenda.
- (b) The second part will involve assessing the continued relevance of the current country programme to determine the extent to which the programme and its outcomes are consistent with local, national and international priorities and shifts, the integrated and cross-cutting nature of the programme, and the ways and means of addressing the needs of target people, species and places.
- (c) The final part will involve the provision of key recommendations, including any proposed adjustments to the design of the current country programme (through a revised Results and Resourced Framework) whilst also possibly informing the planning of the next phase of the country programme.

The review would need to adopt an inclusive and participatory approach, thus including a desk review of relevant documentation as well as interviews with key staff, partners, government, donors and other stakeholders where appropriate. The findings and recommendations will have to be based on the triangulation of results obtained from sources including:

- ❖ A review of documentation relevant for the assignment, in particular, CSP 2016-2020, sector sub-strategies, operational rules and systems, annual programmes plans and budgets, project proposals, annual technical and financial reports, reports of some project evaluations, in order to understand how MCO functions and relevant national policy and strategy documents and reports;
- ❖ Interviews with MCO staff and leadership, a representative sample of partners, government counterparts, Donors, and other stakeholders as may be deemed necessary by the review team including the private sector. MCO should be consulted after the checklist of partners and identified areas of query have been determined. Alternatively or in addition, the review team may design a survey questionnaire that will be administered. It is essential that the team ensure the validity of data collected, which can be sought through regular exchanges with MCO country office staff as well as implementing partners.
- ❖ The reviewers are expected to examine one or two selected programmes in the context of the review framework.

Evaluation Issues and Key Questions

The review will target all the strategic directions and objectives of the Strategy, and in the assessment of effectiveness, impact, efficiency and relevance, the review will address and/or be guided by the following indicative questions:

Effectiveness and impact

- Does the operational/conceptual/logical framework underlying the strategy make sense? What results have been achieved and/or what progress has been made in comparison to objectives established in the 2016-2020 Strategy? Have reasonable assumptions been made about what may affect the projected outcomes, have these been accurate? Have important assumptions been left out or ignored?
- To what extent does WWF MCO's annual budget and work plan reflect the provisions of the Strategy? Do the conditions for achieving long-term impact seem to be in place (e.g. sustainability of, and building on results achieved and resources planned etc.)?
- How does WWF MCO measure the impact of its activities and programmes? How clear are the indicators for measuring the impact of the Strategy? How could MCO improve the ways in which it measures and communicates the impact of its activities and programmes?
- To what extent has the work of WWF MCO contributed to the achievement of gender equality? What is the role, relevance and value of WWF MCO's partners in achieving results and what general risks can be identified?

Relevance

- To what extent is the country programme relevant to the evolving context and national, regional and international development agenda?
- Does WWF MCO activities meet needs and identified priorities of government and partners? To what extent are partners and government involved in the design of WWF MCO programmes? Are partners and government satisfied with the results achieved so far?
- What areas of work has WWF MCO prioritized during the period under review and has there been any shift in its approach? Should WWF MCO continue with these focus areas, re-define their scope or discontinue them? In what areas does WWF MCO add the greatest value? What is the value-added by WWF MCO in those areas where other stakeholders and government are doing similar work?
- Does WWF MCO activities respond to a gender assessment of needs? Are preliminary gender assessments carried out before programmes are designed?

Efficiency

- What is the source of funding for resources allocated to activities? Are resources allocated to programmes adequate? Are these resources being used in the most cost-efficient manner? What cost-efficiency measures could be introduced without impeding the achievement of results?

-Are the staff implementing the activities and programmes sufficient for the scope of the work being delivered? Are activities being delivered according to schedule? What factors facilitate or hamper timely delivery?

-Are the roles and responsibilities for the delivery of services within the Organization clearly defined? Is there consistency in the inclusion of cross-cutting themes in the delivery of services? How do the existing coordination mechanisms facilitate an efficient and effective delivery of services? What measures or mechanisms should be put in place to improve the delivery of activities?

-How can synergies be achieved between the various functions of the Organization? How does MCO relate to and coordinate with other institutions involved in similar areas of work?

Programme implementation and monitoring

-To what extent is the delivery of activities underpinned by a strong results-based framework at both the organizational and project levels? Are the performance indicators in the programme and budget adequate to facilitate the measurement of results? Are gender/human rights mainstreaming indicators sufficient?

-Have good baselines been established? Are programmes increasingly implemented using good practice project management tools (planning, design, monitoring and evaluation) and are results frameworks at the project level adequately linked to organizational goals and expected results?

-Are adequate monitoring and evaluation mechanisms being put in place to ensure that: a) information on results achieved is captured; b) information on progress made is available; and c) lessons learned are generated for the design of future activities? Were indicators for monitoring impact created and are they being used in implementation of the strategy? Make suggestions as to the indicators that need to be monitored to ensure impact of strategy is achieved.

-Is monitoring information being reported up and analyzed in an appropriate way?

4. Deliverables/Expected Outputs

The MTR is expected to be conducted as per international standards. An inception report is to be presented to WWF MCO following an initial desk review which should: detail the consultants' review framework (with detailed review questions), design and methodology based on the issues raised in these Terms of Reference; and present a work plan, while presenting preliminary findings on the context analysis and the country programme's relevance in the evolving context.

Upon receiving WWF MCO's feedback on the inception report, the consultants must proceed to develop an intermediate report, which includes an analysis of the major findings as well as any recommendations. The consultant will also be required at this stage to present the major findings to WWF MCO and select external stakeholders, thereby allowing a review and validation exercise to be conducted prior to finalization of the CSP MTR report. The intermediate report is

to be presented to allow for any adjustments or inclusion of emerging issues from the review as appropriate.

The consultants must provide a final report containing an in-depth assessment of the activities of WWF MCO during the period 2016-to date, evaluating their impact and relevance, ascertaining the relevance of WWF MCO’s role in the areas of work covered and identifying areas for improvement. The MTR report should make recommendations for the adjustment of the Strategy, where appropriate, in order to allow for greater efficiency, and to take into consideration Organizational capacity and resources. It should indicate areas where WWF MCO brings an added value (core business) and where it should pursue and develop its work further. It should also identify areas where WWF MCO is making less or no impact. All reports and presentations should be prepared and presented in English.

5. Duration and Timing

The total expected duration to complete the assignment will be no more than 35 working days (or 8 weeks) including travel days with the following indicative schedule:

Phase	Indicative tasks	Expected deliverables	Maximum expected timeframe
Phase 1 Desk review	<p>1.1 Discussions with WWF MCO senior management and other sector coordinators to understand the assignment and outline vision for its execution.</p> <p>1.2 Sourcing and doing a desk review of referenced and relevant documentation and secondary data sources from WWF MCO and other relevant stakeholders.</p> <p>1.3 Based on 1.1 and 1.2, develop an inception report that includes an overview of preliminary findings, together with a proposed methodology for an in-depth data collection and analysis.</p> <p>1.4 Obtain feedback from WWF MCO senior management and other sector coordinators.</p>	Inception Report &/or Presentation	14 working days
Phase 2 Data collection & analysis	<p>2.1 Consultations with key stakeholders at various levels including selected partners, Government counterparts and Donors.</p> <p>2.2 Field visits (where required).</p> <p>2.3 Working meetings with WWF MCO field and main office staff as required to obtain and/or ascertain findings.</p> <p>2.4 Based on 2.1, 2.2 and 2.3, develop an intermediate report/presentation with analysis of major findings as well as recommendations coming out.</p>	Intermediate Report &/or Presentation	14 working days

	2.5 Obtain feedback and validation from wider WWF conservation and other staff.		
Phase 3 Reporting	3.1 Prepare and submit first draft of final report to WWF MCO 3.2 Obtain feedback from WWF (written &/or verbal) and based on the feedback, prepare and submit final MTR report	-1 st Draft Report -Final Report	7 working days

6. Logistical Support and Other Information

The MTR will focus on the years since the Strategy was adopted i.e. 2016. The consultants will be responsible for all their costs (including costs for developing their proposals), except for international and domestic air travel, accommodations, and per diems while on duty, which will be borne by WWF MCO. WWF MCO will also be responsible for assisting the consultants in setting up logistics for consultations meetings, and will avail to the consultants, internal electronic reference documentation relevant to their assignment including, but not limited to:

- WWF MCO CSP document
- WWF MCO CSP M&E Plan
- WWF MCO Sector sub-strategies on Marine and Zambezi
- Sampled WWF MCO Programme/Project Proposals
- Sampled WWF MCO Annual Programmes Plans and Budgets
- Sampled WWF MCO Technical Progress Reports (TPRs) & Financial Reports (R3s)
- Any available analyzed monitoring data requested
- WWF MCO recent past Project evaluations, precisely for the projects (i) Forest Governance, Oil & Gas, SWIO Sustainable Fisheries, DGIS and Bengo
- WWF Africa Annual Reports
- WWF Truly Global Reports
- WWF Global Practice Strategies
- WWF MCO Critical Contributions to the Global Practices & Practice Engagement Plan
- Draft WWF Africa Conservation Priorities document
- WWF Africa Ecological Futures document
- WWF Africa Conservation Forum Reports
- WWF Network Social Policies

The consultants will have to read and familiarize themselves with WWF Policies on Fraud & Corruption, Conflict of Interest, and Non-disclosure of Information to not only understand their responsibilities and WWF's expectations on their conduct, but also to fully commit to complying with them. These Policies will be availed by WWF MCO at the start of the assignment, and any actions of non-compliance thereof will be construed as actions of breach of Contract. The

consultants will also have to respect the professional rules of conduct without any reproach in the conduct of their mandate. Furthermore, the consultants will ensure not to tarnish the image of WWF in the execution of their assignment. WWF will reserve the right to terminate the Contract on this assignment in proven cases of misconduct that can harm WWF.

7. Assignment Work Station

The MTR assignment is expected to include execution in Maputo, Mozambique and some of the Provinces depending upon field visits and stakeholder consultations schedule to be agreed upon with WWF MCO during the first phase of the assignment.

8. Eligibility/Qualification of Consultants

The MTR consultants should be conducted with at least a team of evaluators with diverse skills in evaluations and research as the assignment will involve looking not just at conservation objectives of the CSP, but also fundraising, financial management, communications, partnerships, M&E, and Human Resources objectives. The team may be composed of international and/or local consultants, but it is imperative that it should comprise people with both excellent verbal and written English and Portuguese skills. If a team is proposed, the consultants should clearly describe roles and tasks to be undertaken by each member of the team. The consultants that will conduct the MTR should not have participated in the design, preparation and/or implementation of CSP, and should not have conflict of interest with WWF MCO related activities. In sum, consultants' profile should include the following qualifications, competences and skills:

- At least Master Degrees in Social Sciences and relevant fields including natural resource management, forestry, biology, environmental science, project management or others;
- Practical knowledge and experience in the research, design and management of similar evaluations including using participatory approaches, result-based management evaluation methodologies, applying SMART indicators and reconstructing or validating baseline scenarios;
- Strong analytical skills including of qualitative and quantitative data;
- Knowledge and experience with WWF's Projects and Programmes Management Standards (PPMS) or the Open Standards (OS) for the Practice of will be an advantage;
- Excellent English and Portuguese communication skills (oral, written and presentation);
- A solid understanding of Mozambique's national development and conservation Policies, Strategies and Plans as well as its changing Political, Social, Cultural and Economic Context;
- A solid understanding of international and regional development and conservation Policies, Strategies and Plans (including the sustainable development goals agenda) as well as their changing Political, Social, Cultural and Economic Context.

9. Application

Interested applicants should submit the following by email to: concursos@wwf.org.mz with name of consultancy in subject line or via hardcopies delivered to WWF Office in Maputo, at Av. Rua Faralay N° 108 by 17th of December of 2018 at **16:00 hrs Maputo time**:

(a) Technical Application/Proposal

The technical proposal must include:

- A signed cover letter responding to the call clearly identifying the applicant (by name, title, organization), primary contact (by mailing address, telephone number and email address).
- Proposal of no more than 10 pages written in English and typed on A4 paper, single spaced, 12 point Times New Roman font with each page numbered consecutively. Any Annexes and items such as cover page, acronyms page and table of contents are not included in the 10-page limitation. Please note that WWF MCO will not review pages in excess of 10 pages. The proposal should clearly demonstrate a solid understanding of the TORs and ability to deliver the requirements covering among others:
 - (i) Evaluation Approach, Methodology & Tools, and proposed Activities and indicative timelines
 - (ii) Applicant's suitability for the assignment including institutional capacity and expertise (including at least three examples of past relevant experience), team composition if applicable with clear indication of the role of each team member and CVs and short biographies of key team members highlighting their previous similar work.

(b) Financial proposal

The financial proposal/budget must detail the applicant's anticipated costs in US Dollars broken down by individual line item. It must include budget notes or justifications to explain in detail the basis for how individual line item costs were derived and rates used for the calculations. The Applicant must not include any costs that WWF MCO is planning to cover. While there is no page limit for the financial proposal, applicants are encouraged to be as concise as possible, but still provide the necessary details.

Note: Shortlisted applicants will be contacted for a face-to-face or online interview and presentation of their Proposal which shall be conducted in English.

10. Evaluation of Applications

Applications will be evaluated using the following criteria and points: understanding and technical soundness and merit of methodology to execute the assignment (40 points); organizational capacity and expertise to execute the assignment (30 points); past performance relevant to the assignment (20 points); and financial offer (10 points).