

# Mid Term Review of the International Gorilla Conservation Programme Strategic Plan (2018 – 2024)

## TERMS OF REFERENCE

FINAL [25/01/2021]

<b>Project/Programme Name(s)</b>	International Gorilla Conservation Programme (Coalition of WWF, FFI and CI)
<b>Project/Programme Location(s)</b>	DRC, Rwanda and Uganda (Headquarters in Kigali, Rwanda)
<b>Project/Programme Reference Number(s)</b>	RW0006  AK54, AK58, DH11, 9F212100, 500409-SWE0271, 500420-SWE0342, 231969-SWE0157, 500419-SWE0341, FFI Core, FFI Arcus, W4V, PIC
<b>Project/Programme Duration (from start year)</b>	Initiative launched in 1991; current strategic period 2018-2024
<b>Period to Be Evaluated</b>	July 2018 – December 2020
<b>Project/Programme Budget Sources and Amounts (for period to be evaluated)</b>	To be added at a later date

### 1. Programme Overview

The International Gorilla Conservation Program (IGCP) is a coalition of three international conservation organizations Fauna & Flora International (FFI), World Wildlife Fund (WWF) and Conservation International (CI). IGCP was formed in 1991 to address the long-term conservation of the mountain gorilla (*Gorilla beringei beringei*) and its regional Afromontane forest habitat in the Virunga Bwindi Landscape. The aim was to work together as a single gorilla conservation programme in order to expand and consolidate the successes of the Mountain Gorilla Project and other initiatives at a regional level.

The programme operates in the three countries that share the habitat of the mountain gorillas; Democratic Republic of Congo (DRC), Rwanda and Uganda, and works in close partnership with the Protected Area Authorities of the three countries (Institute Congolais pour la Conservation de la Nature, ICCN in DRC; Rwanda Development Board, RDB in Rwanda; and Uganda Wildlife Authority, UWA in Uganda) and the umbrella mechanism for transboundary collaboration through the Greater Virunga Transboundary Collaboration (GVTC).

IGCP is part of the WWF Global Wildlife Practice, and administered within the WWF Network by the WWF Uganda Country Office. IGCP is also part of the Fauna & Flora International Africa Programme administered by its headquarters in the United Kingdom; as well as the Conservation International Africa Field Division administered from Kenya. IGCP is registered as an International NGO in Rwanda in direct partnership with the Rwanda Development Board and Districts neighbouring Volcanoes National Park, and is hosted in the Democratic Republic of Congo by WWF DRC Country Office and in the Republic of Uganda by FFI Uganda Programme. IGCP is governed by a Board, guided by a Technical Advisory Group, and facilitated within the coalition members by designated Focal Points and Communication Gatekeepers.

In 2018, following a detailed mid-term review of the previous strategy (2014-2020), IGCP embarked on the development of a new strategic plan for 2018 – 2024 using Open Standards. This strategy is based on 2 strategic goals and 5 strategic objectives as follow:

- **Strategic Goal 1:** *Stable or increasing numbers of mountain gorillas in wild healthy populations.*
- **Strategic Goal 2:** *Increased sense of improved wellbeing by communities around mountain gorilla parks through conservation activities.*
- **Strategic Objective 1:** *By 2024, improved tourism practices contribute to risk reduction to mountain gorillas.*
- **Strategic Objective 2:** *By 2024, men and women in park adjacent communities perceive that the positives from mountain gorilla conservation are equitably distributed, and outweigh the negatives.*
- **Strategic Objective 3:** *By 2024, improved monitoring and transboundary collaboration contributes to at least 30% reduction in illegal activities in mountain gorilla habitat.*
- **Strategic Objective 4:** *By 2024, habitat and buffer zone safeguarding processes contribute to healthy mountain gorilla populations while protecting community rights.*
- **Strategic Objective 5:** *By 2024, enhanced internal and institutional capacity to deliver mountain gorilla conservation.*

To reach these objectives different strategies were proposed:

- 1) Advocacy for best practice by facilitating dialogue and agreement;
- 2) Support to protected area management in planning, monitoring and transboundary collaboration;
- 3) Community engagement focused on civil society strengthening and mitigating human wildlife conflict;
- 4) Integrated landscape planning, and
- 5) Leverage funds and actors for appropriate livelihood strategies.

Different approaches were also proposed:

- ✓ Conservation science and evidence-based approach;
- ✓ Rights-based approach; and
- ✓ Transboundary approach.

The current strategy is in a half-way of implementation and IGCP would like to conduct a mid-term review; and the results will inform the implementation through 2024.

## **2. Purpose, objectives and scope of the Mid Term Review**

As an integral part of IGCP strategy implementation cycle, IGCP has initiated a mid-term review of the ongoing strategy with the main purpose to assess achievements to date in order to improve programme implementation and the quality of the expected results; and making necessary recommendations and course corrections. The Mid-term should look beyond the IGCP bound to include governance arrangements supporting IGCP.

More specifically, the objectives of this mid-term review will be:

- To use evidence from the programme and its stakeholders to assess progress towards IGCP's strategic goals and objectives (as defined above) through a consideration of design, relevance, efficiency, effectiveness and where possible impact, sustainability, and adaptive capacity.
- To assess the internal human resource capacity and coordination capacity across coalition member offices to deliver the strategy.
- To make recommendations on the remaining strategic period and, where appropriate, longer term, including required adaptations to IGCP operations within the COVID-19 context.

The primary users of the mid-term review results include IGCP programme team who have commissioned it and will act on results. In addition, it will be used by IGCP board and different coalition offices who fund and contribute to IGCP work.

Given the budget constraint and the current COVID-19 pandemics that restricted travels and movements within and out of the region, the mid-term review will be light-touch and will consist of internal consultancy to conduct desktop review of available documents, data and information; and interviews through virtual calls with key resourceful people.

### 3. Evaluation criteria and guiding questions

The Mid-Term Review will follow six evaluation criteria as proposed by WWF evaluation guidelines. These are relevance and quality design, efficiency, effectiveness, impact, sustainability and adaptive capacity. Evaluation questions for each criteria are proposed in the table below:

Evaluation Criteria	Evaluation Questions
<b>Relevance and Quality of Design</b>	<ol style="list-style-type: none"> <li>1. Is the current strategy, and the theory of change that it's based on, clear and is it still valid? Are the strategies and approaches still the most appropriate?</li> <li>2. Is the design of the monitoring system fit for purpose?</li> <li>3. To what extent IGCP staff and partners understand and agree to the new IGCP strategic plan directions, approaches and strategies?</li> </ol>
<b>Efficiency</b>	<ol style="list-style-type: none"> <li>1. Is the budget still appropriate, and are there sufficient financial resources to support planned conservation activities (i.e. have priorities been developed against different funding scenarios)?</li> <li>2. Are human resources (i.e. IGCP staff, coalition members, and via partnerships) appropriate, adequate, efficiently organized and operating effectively (e.g. include considerations of capacity needs and gaps, communications, division and clarity of roles and responsibilities, processes for evaluation and improvement)?</li> </ol>
<b>Effectiveness</b>	<ol style="list-style-type: none"> <li>1. With reference to the outcome indicators, other criteria if appropriate, and programme monitoring data, has the programme made progress towards its purpose (objectives and, if appropriate, goal)? Has there been any unexpected / unintended negative / positive impacts and what are the reasons for this?</li> <li>2. Which strategies are proving to be effective, and which are not? And what are the reasons for this?</li> </ol>
<b>Impact</b>	<p><b>Note:</b> Given it is the mid-term review, we don't anticipate reporting whether impact has been or not been achieved, but the mid-term review will look at progress towards impact (questions considered under effectiveness criteria above)</p>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Is there evidence that aspects of sustainability are being established or exist to the extent necessary to ensure the desired long-term impacts of the programme?</li> <li>2. What external factors could have a high or medium likelihood of undoing or undermining the future sustainability of programme's positive impacts?</li> <li>3. Is the programme adequately anticipating and taking measures to ensure resilience to these external factors?</li> </ol>

<b>Adaptive Capacity</b>	<ol style="list-style-type: none"> <li>1. To what extent is monitoring information, including risk monitoring, being appropriately recorded, stored, disseminated and used to inform future plans?</li> <li>2. To what extent lessons are documented and shared in a manner that is promoting learning by the IGCP team and wider IGCP coalition?</li> </ol>
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#### 4. Methodology

Given the travel constraints imposed by COVID-19 pandemics, the mid-term review will be done remotely. The suggested methodology will include:

- a) **An in-depth desk study analysis of existing documentation:** These include strategy documents, technical progress reports, M&E data and reports; projects documents and activity reports, annual operation plans and work plans; financial reports and any other programme documents deemed necessary for the review.
- b) **Data and information gathering:** Given the COVID-19 context that limited travels and movements within the region, data/information collection will be done virtually. This will include but not limited to questionnaires shared through email and virtual interviews with key resourceful people including IGCP staff, IGCP stakeholders and partners and technical staff within coalition member offices. A list will be provided for this purpose.

The evaluation team will be requested to develop detailed methodology that include methods for data collection, data/information collation and analysis as part of the technical proposal.

#### 5. Process, deliverables and timeline

Major Evaluation Task/Output	Dates or Deadline	Who is Responsible
Terms of Reference finalised,	15 December 2020	IGCP M&E Officer
Advertising the opportunity	25 January 2021	IGCP Head of Finance and Admin
Deadline for receiving applications	12 February 2021	IGCP Head of Finance and Admin
Selection of Consultant and hiring process/contract with the Consultant signed.	19 February 2021	Coordinated by the IGCP M&E Officer; IGCP Focal Points
Evaluation information sent to the Consultant	24 February 2021	IGCP M&E Officer
Desk review and preparation of the inception meeting	3 March 2021	Consultant
Inception meeting conducted, evaluation matrix validated	5 March 2021	IGCP M&E Officer to convene the meeting
Programme team arranges for staff and key resourceful people	10 March 2021	IGCP M&E Officer
Data/information gathering completion	24 March 2021	Consultant
Evaluation report drafted and circulated for comment and input	2 April 2021	Consultant to write and pass to the IGCP M&E Officer.
Review and feedback on the 1 <sup>st</sup> draft report /Comments and input compiled and shared to the Consultant	9 April 2021	IGCP M&E Officer
Final draft of the evaluation report circulated for final input	16 April 2021	Consultant to write and pass to the IGCP M&E Officer
Review and feedback on final draft report /Comments and input compiled and shared to the Consultant	23 April 2021	IGCP M&E Officer

Validation meeting (virtual meeting)	By 27 April 2021	IGCP M&E Officer to convene the meeting as part of IGCP Technical Advisory Group meeting 2021
Finalization and Submission of final report/Final report approved	30 April 2021	Consultant to submit the final report and the Evaluation Steering committee to sign off on the final report
Management response developed by IGCP management and approved by IGCP Board	7 May 2021	IGCP SMT to develop management response and IGCP Board to approve
6- to 12-month check-in on progress on management response.	6 to 12 months post-report.	IGCP M&E Officer
1-2-year check-in on progress on management response.	1-2 year post report on the management response.	IGCP M&E Officer

## 6. Required expertise, competencies and supporting responsibilities

At a minimum, the consultant(s) should possess the following competencies and requirements:

- Well qualified with demonstrated experience conducting evaluations similar to the one being commissioned.
- Demonstrated experience considering: conservation, ecotourism and development components; relationships across scales of action from site to national to international; and realities involved in balancing strategic objectives with operational or financial constraints.
- Proven ability to both assess past effectiveness and provide strong strategic thinking on future direction.
- Relevant educational background, qualification, and training in evaluation.
- Sensitivity to local beliefs, manners, and customs and ability to act with integrity and honesty in interactions with stakeholders.
- In most cases, excellent written and oral communication skills in English. Fluency in French will be an added value.
- Demonstrated ability to generate high quality, rich, readable products on time and in line with expected deliverables.
- Orientation and approach is collegial and facilitates learning and analysis by project/programme teams themselves.
- Cross cultural professional experience and strong active listening skills.
- Should include competency with organizational analysis related to governance and human resources.
- Having worked or being familiar with IGCP working region.

## 7. How to apply

The prospective consultant(s) shall present a detailed CV along with a technical proposal (not to exceed six pages, exclusive of CV as appendix) that will include the understanding of the assignment, a detailed methodology that includes type of data, methods for data collection, data/information collation and analysis and timeline (availability), level of effort and qualifications.

In addition, the application should include a financial proposal that includes direct and indirect costs inclusive of all required taxes (for those not registered in Rwanda, include Reverse VAT of 33% for all professional fees as required by Rwandan law). Financial proposal should be prepared in USD.

Interested consultant (s) should submit their applications to [procurement@igcp.org](mailto:procurement@igcp.org). The deadline for receiving applications is **12/Feb/2021 at 5 pm Central African Time (CAT)**.