
**TERMS OF REFERENCE
PROGRAMME EVALUATION**

WWF Colombia Programme Office

**SOCIAL CHANGE PROGRAMME: CREATING CAPACITY AND SOCIAL/INSTITUTIONAL CONDITIONS FOR
EFFECTIVE GOVERNANCE OF NATURAL RESOURCES AND BIODIVERSITY**

1. Project Background and Context

Colombia is a complex country in the NW corner of South America. It links Central and South America and brings together elements of Central American flora and fauna with Amazonian and Austral species. Colombia sits in the middle of the inter-tropical convergence zone, which creates diverse climatic patterns and a huge diversity of habitats, with contrasting temperatures and climates. There are snow-capped peaks and glaciers in the Central and Eastern range of the Andes, 15,000 km of river systems, the Pacific coast (1,300 km in length), and the Caribbean coast (1,600 km). Therefore, Colombia, represents only 0.7% of the terrestrial world, but contains 10% of the world's species.

The national territory extends for 113.91 million hectares, of which nearly 56 million hectares is covered by forest, 54% of which is located in ethnic territories (indigenous and Afro-Colombian). An additional 17% are protected by natural national park system with 49 parks and sanctuaries covering around 10.3 million hectares (just over 9% of the national territory), 60% of which is in the Amazon regions. Wetlands are the most endangered and under-protected of all natural ecosystems in Colombia. For example, in the Cauca Valley, wetlands have been reduced to 5% of the original coverage and even less in the case of the Bogota savannah wetlands.

WWF has been involved in conservation in Colombia since 1964, and until the mid 1980's, the work was mostly in small projects focused on species and protected areas. In the mid- to late 1980's, WWF defined the highest priority areas for conservation in the tropical Andes, followed by more specific priority setting in the Pacific Chocó region of Colombia. The Andes and Chocó were then incorporated into the ecoregional focus and methodologies for WWF that started in 1997-98. An office was established in Cali in 1993 to manage the country programmes in Colombia and Ecuador. WWF UK began to support the country programme at the end of mid FY95, with support that , , has focussed on capacity building and the strengthening of institutions to achieve of conservation goals.

The WWF-UK programme builds on more than 10 years of experience of working with local communities, and regional and national level organisations to improve resource management and engage in environmental decision-making. Through participation of communities approximately 15,000 people have been involved, and the programme has resulted in numerous conservation achievements and changes in the socio-institutional framework in Colombia.

Some previous project successes have been:

- Designation of the first high Andes Ramsar site covering 39,000 ha, and further governmental commitment to designate up to 300,000 ha of unique wetlands.
- Creation of a community management reserve in the Cimitarra River covering up to 500,000 ha with 150,000 in conservation, 150,000 in forest management and 120,000 for sustainable agriculture.
- Management planning of more than 600,000 ha of collective ethnic territories in the Colombian Pacific.
- Improved practices of whale watching responding to legal norms resulting from environmental education and scientific research.

- An instrument to monitor conservation effectiveness of protected areas management developed jointly between WWF and the Parks Service has been adopted and is being applied for use by multi- and bilateral funding agencies (GEF and Dutch government). This instrument considers the presence of human populations and communities as an opportunity for participatory management rather than as an explicit threat to the integrity of the protected area.
- A National Wetlands Policy developed through collaboration between WWF and the Ministry of Environment.

The political context in Colombia is dominated by the presence of armed groups and the associated illicit crop production and drug trade. These two factors affect most foreign relations, policy and development assistance made available to Colombia. During the past 10 years, several attempts have been made to move towards a negotiated peace settlement with the different revolutionary groups, the M-19, the ELN and FARC. With the formation of paramilitary movements to protect large landowners' interests against the guerrillas, the situation has become increasingly complex. The Department of National Planning has calculated that 60% and 70% respectively of guerrilla and paramilitary income comes from activities related to illicit crops.

Colombia has a diverse ethnicity and culture. Of the estimated 44 million inhabitants, 96.66% are mestizo or mixed race, mostly of Spanish descent, 1.82% indigenous and 1.52% of African descent. More than 400 legally titled indigenous reserves cover 24% of the national territory. Almost 21% of the Pacific Chocó region of Colombia has been legally titled to communities of African descent.

Rural-urban migration has accelerated in recent years as a result of the struggle to survive in agricultural areas, the decline in basic services (health care and education) and the violence associated with the battle for political control in rural areas. More than 70% of the population now live in urban centres, with most of this concentrated in Andean cities and the Caribbean coast. An estimated 60-70% of economic activities depend on water from the Andes for industry and agriculture (~80-85% of the water consumed). The future of Colombia's biodiversity may rest on the effective rationalisation of resource use in a growing and increasingly urbanised population

WWF Colombia's geographic focus is ecoregionally based in the Chocó-Darién Humid Forests that extend from Southern Panama to NW Ecuador, and include the conservation of priority marine and coastal ecosystems (Panama Bight), the Northern Andes Montane Forests and Mountain Grasslands or páramos that extend from Venezuela to the north of Peru, the Orinoco River Basin and Llanos Savannahs and piedmont rivers and streams, and the Amazon River and Flooded Forests.

Detailed background information (e.g. project action plan/ logical framework) is included in annex 1.

Project Location	Colombia Programme Office Choco-Darien Ecoregion Northern Andes Ecoregion
Programme Name	COLOMBIA SOCIAL CHANGE PROGRAMME
Programme reference number	CO 086101
Programme budget	3'334.509 USD
Funding sources	WWF- UK , as part of WWF-UK's PPA portfolio with DFID
Programme duration	FY 04 – 06
Implementing agency and partners	WWF-Colombia Programme office, in collaboration principally with: ASDES Association, Private Reserve Network, Yubarta Foundation, and at least 20 other community based organizations, NGOs, and government agencies.

2. Purpose and Objectives of the Evaluation

WWF-UK is in the process of evaluating all its programmes that are in the third year of their three year contracts.

WWF-UK and WWF Colombia have commissioned this evaluation as part of the normal programme cycle management practices, with a view to:

- enhancing programme's effectiveness relevance and impact,
- developing strong and clear recommendations for focus and methodologies in further programme development,
- providing an analysis of accountability with respect to the use of programme funds,
- drawing key lessons learned to contribute to organizational learning and enhancing WWF's credibility and transparency.

The findings and recommendations of the evaluation will not only provide useful input to WWF-UK, which anticipates to fund the WWF Colombia programme for 3 further years, but it will also help both WWF-UK and WWF Colombia Programme Office to revise the current project document according to the new WWF Network Standard Template.

2.2 Specific objectives

- Identify key conservation and social outcomes and impacts against the targets set at the beginning of the programme
- Make recommendations for further development of a second phase of the programme, and provide input into the elaboration of a focussed programme closely aligned to ecoregional and/or thematic targets and milestones, and able to demonstrate successes.
- Provide an analysis of organisational development and organisational learning and draw key lessons to contribute to this
- Provide an analysis of operational strengths and weaknesses of the programme
- Provide an analysis of contributions of complementary and additional support from other sources and the relative contribution of WWF UK to the consolidation of the WWF Colombia programme as a whole.

3. Audience for the Evaluation

The evaluation report will be shared with:

- WWF UK management team and Programme Officers
- WWF CPO management and programme coordinators and officers
- Key partners during project implementation

4. Evaluation Issues and Key Questions – Evaluation Matrix

4.1 Quality and Relevance of Design

Assess the continuing appropriateness and relevance of the Design (logframes and workplans).

Assess what adjustments have been made and what others might be necessary due to the change of programme context, threats and opportunities during the course of the project. In particular:

- To what extent does the programme respond to priority issues?
- To what extent are the objectives of the programme still valid?
- Is the project team planning the most appropriate strategies?
- Are there any major risks or 'killer assumptions' that are currently not being taken into account?
- What is the value of the intervention in relation to WWF's Global Conservation Programme, to national priorities, etc.?
- Do stakeholders believe that the elements of the WWF CPO programme respond to their needs and context?
- To what extent does UK programme respond and support CPO strategic plan?

4.2 Effectiveness

Assess the major achievements/conservation and social impacts/outcomes of the programme to date in relation to its stated objectives and intended results.

- Focus on the higher level results.
- Assess what has been achieved, the likelihood of future achievements, and the significance/ strategic importance of the achievements
- Describe any major failures of the project to date, explaining why they have occurred.
- Describe any unforeseen impacts (whether positive or negative).
- Identify any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice

4.3 Efficiency of Planning and Implementation

Assess to what extent resources are being used economically to deliver the programme.

Are plans being used, implemented and adapted as necessary? For example:

- Is the overall programme action plan used and up to date?
- Is the logframe and work plan updated and well designed?
- Are the WWF standards under implementation?
- Does the programme have a monitoring plan and have specific indicators been designed?
- Is the programme aligned with Global targets?
- How is the programme strengthening organisational structure and development?
- Are the monitoring data being collected as planned, stored and used to inform future plans.

Assess other programme management factors important for delivery, such as:

- Capacity gaps (these could be in the project team, other internal functions such as HR or Finance, or external organisations as appropriate).
- Working relationships with partners, stakeholders and donors
- Learning processes such as self-evaluation, coordination and exchange with related projects.
- Strengthens and weaknesses of WWF UK non financial support for the achievement of programme targets

4.4 Impact

- To what extent is the project contributing to a long-term positive effect on people and nature?
- How is WWF making a difference?
- What role has WWF played and that of partners?

4.5 Potential for sustainability and replication:

Assess the key factors affecting sustainability of the project, such as:

- What is the social and political environment/ acceptance of the programme?
- Will the programme contribute to lasting benefits? Which organisations could/ will ensure continuity of project activities in the project area?
- Is there evidence of organisations/partners/communities that have copied, scaled up or replicated project activities beyond the immediate project area.
- Is the programme contributing to a social change and institutional capacity and effectiveness to deliver conservation outcomes and impacts?
- Is there evidence that UK programme is contributing to other key thematic areas or key sites where it was not planned to be implemented?
- Is there evidence on interrelation and vertical integration between site based programme with higher level impacts (regional, national or international)?

Assess and make recommendations on the key **strategic options** for the future of the project i.e. exit strategy, scale down, replication, scale-up, continuation, major modifications to strategy

- Comment on any existing plans
- Make recommendations and suggestions for defining and focussing targets for a new programme
- Make recommendations in addition

5. Methodology

The Colombia Social Change Programme is a cross-cutting programme that aims to create and strengthen the enabling conditions needed for long term and enduring conservation impacts.

An evaluation of the programme as an integrated whole is a challenge given that the effectiveness, efficiency and impact of the programme are directly related to large conservation programmes focused in ecoregions, which depend on other resources (not only WWF-UK funding) that are invested in these programmes. Therefore, it is important to look for a way in which an evaluation of the Social Change Programme can be carried out without having to evaluate the entire WWF Colombia Programme, which at the same time evaluates the WWF-UK Programme support within this broader context.

Therefore, the proposed methodology will endeavour to examine the relevance, efficiency, effectiveness, impact and sustainability of the programme, through key aspects of the programme in terms of strategies and implementation methodologies in the way they relate to outputs and impacts, and their potential for replication, and to have clear and concrete elements for adjusting, defining, focussing and prioritizing a new programme.

The evaluation needs to look at each of the elements in the cross-cutting approach in order to gain an understanding of how enabling conditions are being built, and which of these elements have been the most effective as stand-alone

activities, and also, combined with other approaches. It also needs to examine the link between these activities and higher level conservation and sustainable development results.

The evaluation work involves 2 aspects: (i) evaluation of the current Programme performance and management/implementation systems (ii) strategic evaluation for the future direction of the Programme. Therefore, the evaluation requires ex-post evaluation and what would merit a strategic (future) assessment, in order to provide suggestions for a new programme.

The evaluation will use seven specific case studies (field visits, discussions with communities, local partners) to complement the evaluation.

A three person team will undertake the evaluation. It will consist of one non-WWF evaluator with a background in socio-economic analysis, livelihoods and links to conservation programmes, and one WWF evaluator from the LAC region. Their roles are described in greater detail below. The third team member (Colombian) will participate part time to evaluate the marine/coastal issues and particular strengths and weakness of the species work. The second part of her work will provide inputs and analysis of the relevance of the programme for needs and threats in Colombia.

It is proposed that the technical and programmatic assessments will be accompanied towards the end of the evaluation by a financial audit (of at least two or three partners) which will enable insights into project execution.

The evaluators will have, for their information, reports generated from a very recent evaluation by the EU for the Choco ecoregion. The evaluation team will to a great extent rely on data and information already collected by project and supplement this information by conducting field visits to selected project sites to gather evidence and opinion through direct observations and interviews/discussions with representatives of key stakeholders or informants. Although the evaluation would make a thorough use of existing material, it might be good to use some participatory monitoring and evaluation exercises especially at the community level to be applied during the field trips planned to interface with the local communities. Some interviews might be structured into joint sessions that can use stakeholder analysis tools to assess programme effectiveness, stakeholder contributions (both current and potential).

The evaluation team will meet and discuss with key informants and may choose to hold Focused Group Discussions (FGD) with groups of stakeholders. The methodology should be further developed by the evaluation team using their creativity and experience and employ methodologies, which will sufficiently enable them to undertake the evaluation in a complete, fair and unbiased manner.

The evaluation team will also develop clear roles and responsibilities for conducting the interviews and the production of the evaluation report. This methodology should be presented to WWF CPO and WWF-UK for comment before proceeding with the evaluation.

The following table summarizes key sites or key interviews that can be studied during the evaluation to document each purpose set up on the actual programme logframe.

Purposes	Sites	Partners	WWF CPO key staff
1. Forest and protected areas	Increase protected areas (public and private) coverage, connectivity and increase management effectiveness: Reserves: La Planada – La Cocha – Semillas – New private reserves creation (Darién and Orinoco) National Parks	Private Reserves Network – National Parks CARDER and CVC (regional environmental authorities from Central Andes) TNC Darién Foundation Omacha Foundation Calidris Foundation	Martha Lucy Mondragon, Forest Officer Ecoregional Coordinators Ximena Barrera, Policy Officer Sandra Valenzuela, Program Manager
2. Global Species conservation	Interviews with key representatives from Yubarta, Darién and Calidris Foundations and National Park Service	Yubarta, Darién and Calidris Foundations National Park Service Ministry of Environment INVEMAR INCODER	Lou Higgins, Country Rep, Luis Zapata, Marine Coordinator Ximena Barrera, Policy Coord.
3. Livelihoods and production systems diversification	Leadership training courses: La Cocha – Coello – La Planada Oak Forest Corridor site Strengthening organisational development of community based organisations with Equilibrio. Livelihoods: South Pacific Coast and Espavé - OIA Environmental education: OIA – CAMAWARI	Ministry of Education CIDEA ASDES Equilibrio Foundation Community based organisations: OIA, Chonapi, and CAMAWARI.	Carmen Candelo, Capacity Building Coord. Sonia Gonzalez, Env. Ed. Coord. Ecoregions Coord. Martha Lucy Mondragon, Forest Coord.
4. Enabling policy and legal environment	Wetlands policy work: interviews with the Ministry of Environment and regional environmental authorities Legislative work: Rosario University Case of Forest Law: interviews with key members of Foro ambiental Threat Reduction; interviews with Corporation Apoyo, and 2 consultants Alberto Galán and Claudia Hernández	Ministry of Environment Regional environmental authorities Ministry of Education Rosario University Foro Ambiental Corporación "Apoyo" TNC Private Reserves Network Fundación Natura	Ximena Barrera, Policy Coord.
5. Organisational development of WWF CPO	Programme structure and M&E development: key documents & interviews.	Equilibrio Foundation	Julio Mario Fernández, Comms Coord., & Sandra Valenzuela, Planning Programme Manager.

6. Profile of the Evaluation Team.

Detail the specific skills or characteristics needed in the evaluator or evaluation team, e.g. technical knowledge, familiarity with the country / culture, language proficiency, evaluation experience, facilitation and interviewing skills, etc. Define the structure of the team, including roles and responsibilities.

In HOUSE:

Ruth Silva from WWF Bolivia

- Familiar with WWF culture and Latin American culture
- Spanish and English proficiency
- Familiarity with social processes related to conservation targets
- Social background and forest experience

External to WWF:

Ms Salma Omar- Expertise in socio –economic analysis, livelihoods, experience of conducting WWF evaluations, good knowledge of DFID, able to make strong recommendations about the future direction and shaping for the programme. Working knowledge of Spanish, familiarity with WWF structure and needs, experience of proposal development

Colombian Evaluator:

Ms. Elfi Chaves: Biologist. Expertise in biodiversity analysis, experience of executing EU evaluation, good knowledge of WWF Colombia Programme and Colombia political, social and economic context; able to make strong recommendations about the actual programme and future directions. Fluent in English, experience in proposals development and strategic plan structures and implementation.

WWF-UK.

Hannah Williams will represent WWF-UK

WWF-Colombia

Sandra Valenzuela will represent WWF-Colombia

7. Outputs and Deliverables

List of key deliverables and deadlines (e.g. workplan, briefings, draft report, final report). The required format for the evaluation report is attached as Annex 4.

The main outputs of this evaluation will be an evaluation report with strong recommendations for shaping the CPO future programme, and WWF-UK's support, preferably written or structured in the format suggested in the WWF template for Project Evaluation Report (refer annex 4)

The evaluation team is therefore advised to refer to this template while preparing its report. A draft and single iteration of the report will be shared with WWFCPO and WWF-UK staff for comment before the final report. The evaluation team should decide which feedback it wishes to take into account for the final issue.

A final report (hard and soft copies) should be submitted to WWF-UK and WWFCPO by 30 March 2005.

8. Evaluation Timetable

Dates	Activities	Notes/sites	WWF CPO key staff
January	<ul style="list-style-type: none"> Finalization of the evaluation matrix Drawing up and signing contracts Initial Telephone Conference with evaluators 		
February	<ul style="list-style-type: none"> Review documentation (based on Monitoring matrix) Evaluation team discussions to define + finalize methodologies, evaluation criteria/questions and assignment of roles and responsibilities Development of research instruments (questionnaires, interview guidelines, etc.) Description of rationale for choice of methodology Definition of stakeholders participatory techniques 	WWF CPO will send a set of documents first week of Feb.	Salma has the leadership on proposing methodologies. Methodologies discussions: through email and planned conferences calls.
March 5	<ul style="list-style-type: none"> General description of CPO and social change programme (discussion and key questions) 	Lunch	Mary Lou Higgins y Sandra Valenzuela
March 6	<ul style="list-style-type: none"> Revision of methodologies, timetable, logistics Discussion about project description, including context, underlying rationale, stakeholders and beneficiaries, conceptual model, logical frameworks and M&E. Meeting among evaluation team members 	CPO Bogota - Office	Sandra Valenzuela
March 7	<ul style="list-style-type: none"> Meeting with Policy and Legal Office: discussion and analysis of the actual strategy and further development work 	WWF CPO Bogota Office Discussions with WWF key staff members.	Ximena Barrera, Ana María Lora, Juan Carlos Espinosa
March 7 (afternoon)	<ul style="list-style-type: none"> Discussion with the Policy Officer and National Park Services &TNC about protected areas (financial mechanisms, management effectiveness and monitoring) Conference call with Esteban Brenes from WWF US – conservation finance 	WWF CPO Bogota Office	Ximena Barrera
March 8	<ul style="list-style-type: none"> Discussion with key staff members about the programme strategies Discussion about other strategies and programme approaches Freshwater approach and Orinoco 	Travel to Cali WWF CPO – Cali Office-	Luis German Naranjo, Saulo Usma, Sandra Valenzuela

	ecoregion.		
March 8 (afternoon)	<ul style="list-style-type: none"> • Interviews with the Private Reserves Network, Calidris, Semillas de Agua about private conservation strategy and discussions about further development of the programme • Dinner with capacity Building and Environmental education staff: programme strategy and further development of the programme 	WWF CPO – Cali Office-	Luis German Naranjo y Martha Lucy Mondragon Carmen Candelo, Faizuly Ceron, Sonia Gonzalez, Alejandro Patino
March 9 & 10: Parallel meetings			
March 9	<ul style="list-style-type: none"> • Capacity Building Programme • Participation on workshop on citizenship strengthening with key actors 	WWF CPO – Cali Office-	Carmen Candelo Sonia Gonzalez
March 10	<ul style="list-style-type: none"> • Discussion with key staff members about organizational development • Financial information • Discussion about Communication strategy, M&E, needs, gaps, strengthens, weakness, WWF standards 	WWF CPO Cali - Office	María Fernanda Berón, Alejandro Patino, Faizuli Ceron, Maritza Otero, Julio Mario Fernandez & Sandra Valenzuela
March 10 (afternoon)	<ul style="list-style-type: none"> • Interview with Jorge Garcia – Afrocolombian Environmental Education strategy- • Meeting with CIDEA group to discuss the regional environmental education strategy and capacity building programme as a cross cutting one. 	WWF CPO Cali - Office	Carmen Candelo, Alejandro Patino
Species meetings March 9 & 10			
March 9	<ul style="list-style-type: none"> • Meeting with key staff members about the species programme, main challenges and next steps • Conference call with WWF LAC interviewers • Interviews with Sandra Chamorro, Lilian Barreto and Diego Amorocho about MPAs, monitoring systems, fisheries and marine turtle work • Discussions about further development of the species and marine Work • Meeting and interview with INVEMAR and INCODER 	Cali - Yubarta Office	Luis Zapata
March 10	<ul style="list-style-type: none"> • Meetings with F. Yubarta, Calidris, Squalus and consultants about species work • Meeting with National Park System 	Cali - Yubarta Office	
March 11 (morning)	<ul style="list-style-type: none"> • Leadership and citizenship training courses to increase civil society 	WWF CPO Cali Office	Carmen Candelo, Faizuly Ceron

	participation and reduction of conflicts over natural resources with ASDES		
March 12	<ul style="list-style-type: none"> • Desk work and data analysis 	Cali Office	
March 13	<ul style="list-style-type: none"> • Discussion with Ministry of Environment about wetlands strategy • Interview with Manuel Rodriguez – general context- forest law 	Morning Travel to Bogota CPO Bogota Office Afternoon travel to Pasto	Sandra Valenzuela
March 14	<ul style="list-style-type: none"> • Wetlands conservation strategy • Environmental Threats reduction – strategy- • Freshwater conservation and livelihood improvement 	1 day Site visit: Pasto - La Cocha – (Ruth and Salma visiting)	Carmen Candelo, Ximena Barrera, Sandra Valenzuela
March 15 - 16.	<ul style="list-style-type: none"> • Diversification of production systems • Discussion about strategy to improve livelihoods conditions • Ethnoeducation work – AWA community 	La Planada –Natural Reserve March 16 Ipiales – Cali (afternoon) (Ruth and Salma visiting)	Maria Fernanda Jaramillo, Sonia Gonzalez, & Sandra Valenzuela
March 17 - 19	<ul style="list-style-type: none"> • Forest Management in Alto Guapi • Mangrove planning and zoning (binational area) • Strengthening civil society participation on decision making process • Discussions about methodology to strengthening community based organizations • Discussion about livelihood improvement, diversification of production systems & marginalized communities with a gender perspective. 	Nariño Pacific Coast. Afrocolombian communities Fundacion Equilibrio (Ruth and Salma visiting)	Carmen Candelo, Sandra Valenzuela
March 19		Tumaco – cali (morning)	
March 20	<ul style="list-style-type: none"> • Desk work and data analysis 	Cali	
2 field visits at the same time			
March 21-22	<ul style="list-style-type: none"> • Private reserves Network orientation • Production systems • Environmental services work • Capacity building strategy • Regional conservation strategy among different government agencies, NGOs and community based organisations • Migratory birds work with young groups 	(2 days) in Central Andes – Tolima Department (combination of interviews of key stakeholders partners, and staff members) <i>Salma visiting</i>	Luis German Naranjo & Andres Trujillo
March 21 - 23	<ul style="list-style-type: none"> • Meeting with Espave and OIA to identify key elements about diversification of production systems Community based management plans – forest management plans • Forest certification work – step wise approach 	March 20 (night): flying to Medellin March 21-Apartado-Chigorodo <i>Ruth and Maria Elfi visiting</i>	Luis Fernando Gomez, Martha Lucy Mondragon & Sandra Valenzuela

	<ul style="list-style-type: none"> • Meeting with ESPAVE: business management plans • Capacity building: internal regulations strengthening with community councils • Environmental Education with indigenous communities 		
March 23-24	<ul style="list-style-type: none"> • Discussion with Darien Foundation, community based organisations about the creation of a new marine protected area and the creation of new private reserves • Discussion about fisheries, by-catch work. 	Triganá Gulf - Darien La Playona – Acandi – Foundation Darien private reserves. <i>Maria Elfi visiting</i> Return to Cali 24 th	Luis Fernando Gómez & lilian Barreto
March 23-27	<ul style="list-style-type: none"> • Data Analysis and desk work • Evaluators meetings and discussions <p>Discussion about major points of the draft report</p>	WWF CPO Cali Office Salma, Ruth & Elfi (Ruth arrives on March 24 th and Elfi on March 25 th)	
March 28	Debriefing with WWF CPO staff and handing over the first evaluation draft report	WWF CPO –Cali Office- Conference call: Debriefing with WWF UK staff	WWF CPO Coordinators
March 29-30	Desk work		
March 31	Handing over the first draft of the report	WWF (UK & CPO) revision and send final thoughts and comments by april 3.	
April 7	Handing over of final report (hard and soft copies) to WWF UK and WWF CPO		

9. Cost

General allocations (not a detailed budget) of resources available for the evaluation (consultant fees, travel, subsistence allowance, etc.).

10. Logistical Support (normally provided by the implementing office).

WWF CPO will facilitate all the necessary logistics for the evaluation team including provision of transport, office facilities (including telephones for conducting telephone interviews and conference calls with WWF US and WWF UK), and liaison with stakeholders, arranging the appointments and accommodations. Sandra Valenzuela (Programme Planning and Development Coordinator) will be the key person from WWF Colombian Programme to support the evaluation. Alejandro Patino (Environmental Education Assistant) will assist on logistics, accommodations and travel arrangements.

Annex 1. Evaluation Matrix

The evaluation matrix is an important tool summarizing the evaluation design. First the key questions for the evaluation are defined. These then are broken down into specific research questions. Then for each specific research question, data sources are identified, together with data collection tools or methods appropriate for each data source.

It may also be useful to specify indicators by which the specific questions will be evaluated.

Issues	Key Questions	Specific Research Questions	Data Sources	Methods / Tools	(Indicators)
Design	<p>Is the project design appropriate to the situation?</p> <p>To what extent is the project design allowing the CPO to adequately demonstrate successes?</p> <p>How effectively does the programme show links between activities and outcomes?</p>	<p>To what extent does the project respond to priority issues in the country?</p> <p>To what extent are the goal, objectives and outputs of the project still valid?</p> <p>Is the project team planning the most appropriate strategies?</p> <p>Are there any major risks or "killer assumptions" that are currently not being taken into account?</p> <p>What is the value of the intervention in relation to WWF's Global Conservation Programme, national priorities etc?</p> <p>To what extent does the programme address current priority threats, needs or opportunities?</p> <p>To what extent CPO has an analysis of key sites and key partners for strategic interventions?</p>	<p>Programme Proposal Logframe Workplans</p> <p>Ecoregions analysis and conservation workplans</p> <p>Ecoregions threat analysis</p> <p>CPO strategic Plan</p> <p>Previous evaluations and assessments (PPA evaluation and previous UK programme evaluation)</p> <p>Choco – Darien Ecoregion EU project, evaluation and recommendations</p> <p>WWF LAC annual reports</p>	<p>Interview with staff, stakeholders, and organisations executives.</p> <p>Analysis of Colombian Context/situational analysis and comparison with project intervention, stakeholders analysis, and threat analysis</p> <p>Analysis of adaptive management and adjustment from previous evaluations</p> <p>M&E data base analysis</p> <p>Maps</p> <p>Review the quality of the design, according to the logframe/programme documents.</p> <p>Questionnaire to Programme Planning Coordinator</p> <p>Analysis of Self assessment for PPA evaluation and final report for PPA DFID evaluation</p>	
Effectiveness	<p>Is the project achieving its intended objective and making progress towards the long-term goal?</p>	<p>What has been achieved?</p> <p>What is the likelihood of future achievements?</p> <p>What is the significance / strategic importance of the achievements?</p> <p>Focusing on higher level results and impacts for forest/biodiversity/species</p>	<p>Project reports</p> <p>Logframe</p> <p>Stories, publications, web page, press releases</p> <p>Videos, pictures.</p> <p>GIS analysis</p>	<p>-Interview/discussions with staff, government agencies, NGOs, and stakeholders at different levels</p> <p>Participatory evaluation methodologies</p> <p>Review of project reports, videos, pictures, and documentary data.</p>	

		conservation and livelihood conditions what has been achieved, the likelihood of future achievements, and the significance/strategic importance of the achievements?	<p>Ecoregional analysis</p> <p>MOU signed and strategic alliance</p> <p>Programme intervention documents</p>	<p>Field visits</p> <p>Analysis of positive trends in biodiversity/forest/conservation</p> <p>Analysis of lessons learned and adaptive management for strategic intervention</p>	
Efficiency	Are the planning and implementation processes seen to be efficient?	<p>Are capacities of WWF CPO and partners executives adequate to achieve targets?</p> <p>Are there capacity gaps (within the project team/ other internal functions/external organisations) which are impeding progress towards the project goal/objectives?</p> <p>Are consultants used strategically to complement staff capacities?</p> <p>How are working relationships within the project team?</p> <p>How are working relationships with partners, stakeholders and donors?</p> <p>Is the overall project plan used and up to date? And adapted as necessary?</p> <p>What % of activities in the workplan are being delivered?</p> <p>Is financial spending in line with the plan?</p> <p>Is monitoring data being collected as planned, stored and used to inform future</p>	<p>Logframe</p> <p>Cash flow reports</p> <p>WWF CPO Technical reports</p> <p>Financial reports</p> <p>Key partner executives work plans and reports</p> <p>Questionnaire to key personnel</p>	<p>Interviews and discussions with staff, partners executives and consultants</p> <p>Interviews with F&A, analysis of cash flow, exchange rate analysis, spending counterpart and funding analysis</p> <p>Analysis to what extent financial and human resources are being used economically to deliver key target of the programme.</p> <p>Questionnaire of WWF CPO coordinators</p>	

		plans? Assess other programme management factors important for deliveries			
Impact	Is the project contributing to long-term positive effects to people and nature?	-What are the positive effects of the project to people and the environment? What are the negative effects or failures of the programme? What are the unexpected or indirect effects of the programme?	-Logframe -Project reports - LAC annual reports - other project reports Main projects executants reports Field visits, videos, and communication articles.	Review of project and stakeholders report Field visits and Direct observations Participatory monitoring evaluation with key stakeholders, partners executants, and government agencies Interviews with WWF network interviews Analysis of lessons learned and reports	
Sustainability	Is the project getting the required support and acceptance from stakeholders at different levels?	Is the project addressing stakeholders' priority issues? If yes it will be sustainable and replicated in other areas and if no it will not be sustainable and replicated. What is the social and political environment/acceptance of the project? Will the project contribute to lasting benefits? Is there evidence of the project activities being scaled up by other organization/partners/communities? Is magnification likely? Or including new sites or new beneficiaries? Analysis of programme evidence of upscaling and vertical integration between sites based with higher level impacts?	-Project reports -Interview with stakeholders at different levels such as national, catchment, district and community level Questionnaire to main project executants and key staff Communication materials	- Review of project reports -Interview/discussion with stakeholders, key partners, and CPO staff -Field visits	

		<p>Which strategies had been implemented?</p> <p>To what extent CPO has key alliance to continue working on priority areas in the next further?</p> <p>To what extent CPO has diversification of funding sources to continue working on priority areas or priority themes?</p>			
Collateral or Complementary support	Assess to what extent complementary resources have been supportive of the programme	<p>What role has played WWF UK technical and financial support on WWF CPO strengthening? and contributing to biodiversity conservation and livelihoods targets?</p> <p>Is there evidence that WWF UK programme is contributing to other key thematic areas or other sites where it was not planned?</p> <p>Are the WWF standards under implementation?</p>	<p>M&E data base</p> <p>Organisational assessment and reports</p> <p>Organisational structure</p> <p>CPO strategic planning</p> <p>Gabriela Grau secondment report</p>	<p>Analysis of organisational assessments and actual reports</p> <p>Interviews with staff, HR</p>	
Strategic options for further programme development and strategic approach	Recommendations for further development and strategic intervention	<p>Make recommendations for key areas (thematic or biomes) for the future of the next programme</p> <p>Make recommendations to WWF UK for continuing or not, for focusing or for any methodology and strategic intervention that may be implemented in other programme</p> <p>Make recommendations and suggestions for defining and focussing targets for a new programme</p> <p>In terms of strategies and methodologies, which are one that should be reinforced? Or refocused? Or prioritized?</p>	<p>Concept paper</p> <p>Conceptual model</p> <p>Choco-Darien EU project</p> <p>Evaluation results</p> <p>Threat Analysis</p> <p>CPO strategic plan</p> <p>Ecoregional analysis</p> <p>WWF UK priorities</p>	<p>Participatory monitoring with key stakeholders, partners, government agencies</p> <p>Questionnaires with key CPO staff</p> <p>Interviews with WWFUK key staff</p> <p>Analysis of context</p> <p>Analysis of organisational structure</p>	

Annex 2. Key Informants

A list of individuals who should be consulted, together with their contact information and organizational affiliation.

WWF-UK:

- Hannah Williams,
- Sandra Charity,

- Rodrigo Mastabi,
- Dominic White

CPO:

- Lou Higgins, Country Representative
- Sandra Valenzuela, Planning and Programme Manager
- Luis German Naranjo, Northern Andes Ecoregional Coordinator
- Maria Fernanda Jaramillo, Choco-Darien, Ecoregional Coordinator
- Carmen Candelo, Capacity Building Coordinator
- Sonia Gonzalez, Environmental Education Coordinator
- Ximena Barrera, Policy Coordinator
- Ana Maria Lora, Legal Officer
- Saulo Usma, Freshwater Coordinator
- Luis Zapata, Marine and Species Coordinator
- Martha Lucy Mondragon, Forest Coordinator
- Julio Mario Fernandez, Communications Coordinator
- Maria Fernanda Beron, F&A Manager

Other WWF network interviewees

Esteban Brenes – Conservation Finance Officer
 Cathy Plume, LAC Forest Coordinator
 Alois Clemens, Manager International Programme WWF – NL
 Miguel Jorge LAC, Marine Coordinator
 Carlos Drews, LAC

External interviewees

- Gabriela Grau (former Latin America Prog Officer – WWF UK)
- Julia Miranda, National Parks Service Director
- Cesar Rey, conservation Director, National Park Service
- Ana Beatriz Barona, Coordinator Protected Areas Trust Fund.
- Pilar Barrera, TNC, Country Representative.
- Private Reserves Network, Oscar Alzate (director)
- Fundacion Yubarta, Lilian Florez (Director) and Patricia Falk, reserchear.
- Calidris Foundation, Felipe Estela (director) and Fernando Castillo (researcher)
- Equilibrio Foundation, Felipe Garcia (key point)
- Gloria Vela, WWF external consultant for M&E purposes
- Lilian Barreto & Diego Amorocho, marine consultants
- Sandra Chamorro, protected areas management effectiveness, WWF external consultant.
- Julio Andres Ospina, Northern Andes, external consultant.
- Fabio Londono, ASDES (director)
- David Diaz, Semillas Foundation (director)
- Jaime Levy, Altropico Foundation
- Key person from INCODER (to be determined)
- Key person from INVEMAR (to be determined)
- Callum Rankine, ex Director of WWF Species Programme.

Implementing Partners (principals):

- Private Reserve Network
- ASDES
- Yubarta Foundation

Matching funds:

- WWF NL Programme
- Choco/Darien EU Project
- WWF I (protected areas)

Locations to be visited:**Choco-Ecoregion:**

- La Planada Private Reserve
- South Pacific coast (mangrove area)
- Darien (Colombia)
- Trigana Gulf, Acandi and La

Northern Andes Ecoregion:

- La Cocha Ramsar Site
- 1 in Central Andes: Tolima: private reserve node y conversatorio del rio coello & environmental services
- 1: North east (oak forest corridor priority landscape). Estrategia de oso andino + Nuevo sitio para estrategia de capacity: pending

Annex 3. Documents to be Consulted

A list of important documents that the evaluators should read at the outset of the evaluation and before finalizing the evaluation design. This should be limited to the critical information that the evaluation team needs. Data sources and documents may include:

- WWF Standards for Project/ Programme Management
- Project proposal – logframe
- Action Plan (e.g. (atest) log frame/ Results Chains)
- (Latest) Annual work plans
- Monitoring data and analysis of that data
- (Latest full year) technical report
- Key outputs produced: research/ surveys conducted, Regulations and policies developed
- Partnership arrangements e.g. agreements of cooperation with local governments
- Newsletters and publicity information
- Output of any organizational learning initiatives
- Other assessments e.g. self-assessments, previous evaluations

Annex 4. Required Format for the Evaluation Report

Title Page, including project title and number, date of report, authors and their affiliations, WWF contact point for the evaluation, etc.

Executive Summary (1-4 pages):

- Brief project description and context
- Purpose and expected use of the evaluation

- Objectives of the evaluation
- Summary of the evaluation methodology
- Principle findings and conclusions, especially relating to project goals / targets
- Key recommendations
- Summary of lessons learned

Acknowledgements

Table of Contents

List of Acronyms and Abbreviations

Main Report

- Purpose of the evaluation
- Audience for and use of the evaluation
- Objectives of the evaluation
- Evaluation methodology, including: rationale for choice of methodology, data sources, methods for data collection and analysis, participatory techniques, ethical and equity considerations, major limitations of the methodology
- Composition of the evaluation team, including any specific roles of team members
- Project description, including: context, underlying rationale, stakeholders and beneficiaries, conceptual model, results chain or logical framework, and project monitoring system
- Evaluation findings, documented by evidence:
 - Design: quality and relevance
 - Effectiveness (progress towards objectives and results); contributions of stakeholders; constraints or problems encountered
 - Efficiency of Planning and Implementation
 - Impact; progress towards Vision and Goals (often the impact on biodiversity and livelihoods)
 - Sustainability and replicability of project / programme impacts; capacity built; institutional and stakeholder issues
- Conclusions: insights into the findings; reasons for successes and failures; innovations
- Recommendations (based on evidence and insights)
- Lessons learned with wider relevance and that can be generalized beyond the project

Annexes to the evaluation report:

- Terms of Reference for the evaluation
- Evaluation matrix
- Timetable
- List of individuals interviewed and of stakeholder groups and/or communities consulted
- List of supporting documentation reviewed
- Research instruments: questionnaire, interview guide(s), etc. as appropriate
- Project logical framework
- Specific monitoring data, as appropriate
- Summary tables of progress towards outputs, targets, goals – referring directly to the indicators established for these in the project logframe
- Short biographies of the evaluators.