



## Terms of Reference

### *Mid-Term Evaluation: Combating Wildlife Crime in the Malawi-Zambia Transboundary Landscape*

**Organization:** International Fund for Animal Welfare (IFAW)

**Donor:** United States Agency for International Development (USAID)

**Location:** Malawi-Zambia Transfrontier Conservation Area

**Duration of Contract:** June – August 2020 (3 months)

**Deadline for Proposals:** 27<sup>th</sup> May 2020

### Project Overview

The wildlife within the Malawi-Zambia Transfrontier Conservation Area (TFCA) landscape face many threats from poaching and trafficking due to a global demand for their parts and products. This five-year project (May 2017 – May 2022) aims to mitigate these threats and improve transboundary wildlife management in the Malawi-Zambia landscape. The landscape incorporates national parks, forest reserves, game management areas and communal lands. The geographic focus of the Project covers Zambia's Luambe and Lukusuzi National Parks and Malawi's Kasungu National Park and adjoining community areas. The Project also works with the neighboring communities throughout the TFCA region to promote local participation and sustainability of the Project, and to ensure community benefits are derived from the Project results.

The Project employs a participatory approach to wildlife crime prevention efforts and focuses on increasing stakeholder engagement and building lasting and collaborative partnerships to increase support to anti-poaching and anti-trafficking units in the targeted Malawi-Zambia transboundary landscape. In order to expand sustainable livelihoods and development opportunities in the Southern African Development Community (SADC) region, the Project supports regional efforts to strengthen the curtailment of poaching and wildlife trafficking in the region, which has had a devastating effect on tourism and related sectors.

IFAW works closely with the following partners and stakeholders to effectively implement the Project:

- › The Government of Malawi's Department of National Parks and Wildlife (DNPW)
- › The Government of Zambia's DNPW
- › Lilongwe Wildlife Trust (LWT)
- › Wildlife Crime Prevention (WCP)
- › Imani Consultants Ltd (Imani)
- › Local communities surrounding the parks in Malawi and Zambia

In partnership with both DNPWs in Zambia and Malawi, the Project strengthens wildlife crime enforcement in the TFCA landscape by supporting regional coordination among agencies and prioritizing wildlife crime across enforcement and regulatory agencies. IFAW brings together all relevant

stakeholders in the landscape to create an enduring conservation partnership to better leverage resources and attain sustained wildlife protection with particular attention to creating community awareness and community participation in wildlife protection. IFAW and its partners work with both governments and communities to address the scourge of wildlife poaching and trafficking while using sound science to understand the dynamics of elephants within the landscape and the needs of communities living on the edges of protected areas to enhance their wellbeing.

## Project Objectives

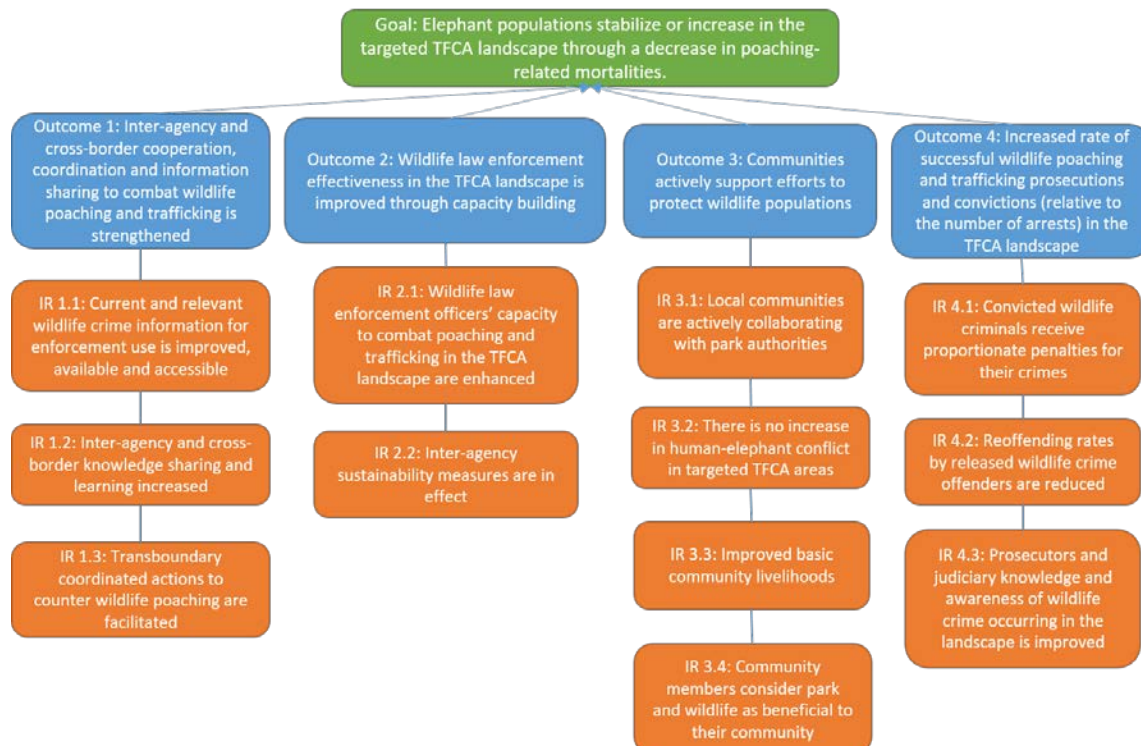
The Project looks to address the drivers of elephant poaching in the Malawi-Zambia TFCA, and ultimately reduce the poaching of elephants, resulting in a long-term positive impact on wild elephant populations in the region. Specifically, the goal of the Project within the activity timeframe is as follows:

*Elephant populations stabilize or increase in the targeted TFCA landscape through a decrease in poaching-related mortalities.*

The Project aims to achieve four key outcomes and 12 intermediate results as depicted in the Results Framework (Figure 1). The four key outcomes include:

1. *Inter-agency and cross-border cooperation, coordination and information sharing to combat wildlife poaching and trafficking is strengthened*
2. *Wildlife law enforcement effectiveness in the TFCA landscape is improved through capacity building*
3. *Communities actively support efforts to protect wildlife populations*
4. *Increased rate of successful wildlife poaching and trafficking prosecutions and convictions (relative to the number of arrests) in the TFCA landscape*

**Figure 1. Results Framework**



The project partners work collaboratively across the landscape to implement the project overall and achieve the four key outcomes. Table 1 provides a brief overview of the primary roles and responsibilities of each partner.

**Table 1. Implementing partner key roles and responsibilities**

<b>Implementing Partner</b>	<b>Roles &amp; Responsibilities</b>
<b>OUTCOME 1</b>	
<b>IFAW</b>	<ul style="list-style-type: none"> <li>• Develop a landscape patrol monitoring system</li> <li>• Support cross-border anti-poaching coordinated actions with DNPWs</li> </ul>
<b>LWT</b>	<ul style="list-style-type: none"> <li>• Coordinate cross-border information sharing between DNPW agencies</li> <li>• Coordinate the Inter-Agency Committee to Combat Wildlife Crime in Malawi</li> </ul>
<b>WCP</b>	<ul style="list-style-type: none"> <li>• Coordinate cross-border information sharing between DNPW agencies</li> </ul>
<b>IMANI</b>	<ul style="list-style-type: none"> <li>• Provide current information on wildlife crime trends in the region</li> </ul>
<b>OUTCOME 2</b>	
<b>IFAW</b>	<ul style="list-style-type: none"> <li>• Provide capacity building training to both DNPW agencies, Community Engagement Networks, and Instructor Cadre</li> <li>• Infrastructure improvements to support DNPW agencies</li> <li>• Provision of equipment and supplies to DNPW officers</li> </ul>
<b>LWT</b>	<ul style="list-style-type: none"> <li>• Provide capacity building training courses to DNPW Zambia</li> </ul>
<b>WCP</b>	<ul style="list-style-type: none"> <li>• Provide capacity building training and mentoring to the Malawi Wildlife Crime Investigations Unit and the Central Intelligence Unit</li> </ul>
<b>OUTCOME 3</b>	
<b>IFAW</b>	<ul style="list-style-type: none"> <li>• Support local DNPW extension units in targeted communities to strengthen Village Natural Resource Councils in Malawi and Community Resource Boards in Zambia to develop community-led sustainable livelihoods projects and human-wildlife risk mitigation projects</li> </ul>
<b>LWT</b>	<ul style="list-style-type: none"> <li>• Support a conservation education program for communities adjacent to Kasungu National Park in Malawi</li> <li>• Collaborate with DNPW to train local environmental educators and host education programs for local schoolchildren</li> </ul>
<b>WCP &amp; IMANI</b>	<ul style="list-style-type: none"> <li>• Design, launch and assess an educational drama radio program in Zambian communities to bring awareness to the impacts and penalties of wildlife crime in the region</li> </ul>
<b>OUTCOME 4</b>	
<b>IFAW</b>	<ul style="list-style-type: none"> <li>• Coordinate prosecutor and magistrate visits from both Malawi and Zambia to visit national parks in the landscape and view wildlife crime prevention activities</li> </ul>
<b>LWT</b>	<ul style="list-style-type: none"> <li>• Provide legal advocates to monitor court proceedings of serious wildlife crime cases in Malawi</li> <li>• Conduct prison monitoring to ensure wildlife criminal sentences are being carried out</li> </ul>
<b>WCP &amp; IMANI</b>	<ul style="list-style-type: none"> <li>• Conduct courtroom monitoring and provide technical and logistical support to investigators and prosecutors in Zambia</li> <li>• Conduct prison monitoring to ensure wildlife criminal sentences are being carried out</li> </ul>

- |  |  |
|--|--|
|  | <ul style="list-style-type: none"><li>• Conduct research to better understand motivations and patterns of behavior of existing wildlife crime offenders</li><li>• Coordinate prosecutor and magistrate visits from Zambia to visit national parks in the landscape and view wildlife crime prevention activities</li></ul> |
|--|--|

### Evaluation Purpose, Objectives, and Scope

The primary purpose of the mid-term evaluation is to assess program performance with respect to expected results and objectives, program design and implementation strategy, program management and coordination, the prospect of long-term sustainability, and provide practical recommendations for performance improvement and strategic planning. Evaluators are expected to use a series of questions under each of these major focus areas to establish the current status of the program, identify gaps and bottlenecks, provide a review of both technical and administrative constraints, and recommend improvements across all areas. Overall, the evaluator will focus on criteria around effectiveness, efficiency, relevance, sustainability, and impact. The specific objectives of the mid-term evaluation are:

- › To assess the overall project performance and progress toward meeting the MAZALA CWC objectives;
- › To assess the continued validity, relevance and applicability of program strategies and approaches;
- › To analyze project implementation and performance management of USAID and implementing partners;
- › To identify lessons learned and recommend actions for improving performance; and
- › To make recommendations on how to broaden impacts based on findings of the assessments above

In particular, this evaluation will serve to understand the performance of the project, its enabling factors and those hampering a proper delivery of results in order to adjust its design or implementing modalities. The evaluation will review past performance of the CWC project, paying particular attention to its intermediate results measured against its expected objectives and the reasons underpinning such results. It will also serve to prepare new actions and encompass both forward and backward-looking perspectives. Lastly, the evaluation will be used to inform adaptive management steps for the remaining project period.

The scope of the evaluation includes an assessment of all activities carried out under the USAID cooperative agreement since May 2017. This includes activities conducted by all project partners across the Malawi-Zambia TFCA landscape. The evaluator is expected to visit all of the project sites and interact with all project partners and key stakeholders to gain a thorough understanding of the project and its activities. The evaluator will be supported by the Project's M&E Manager throughout the evaluation duration.

The following questions should be addressed during the project evaluation, but are subject to discussion and agreement with the IFAW M&E Manager and Chief of Party during the period of evaluation design and approach. The evaluator may further prioritize these questions in the proposal and suggest others he/she deems necessary.

#### *Program Performance Regarding Achievement of Expected Results and Objectives*

- › To what extent have the intermediate results been achieved or are likely to be achieved? Can these achievements be linked to the project's interventions?
- › Are the outcomes on track to be achieved within the project timeframe?
- › How well does the project meet the needs and expectations of targeted Malawi-Zambia TFCA communities and other key project stakeholders (i.e. DNPW agencies)? What, if any, longer-term impact is the project likely to have?
- › Which other factors have contributed to the changes that were generated, and to what extent can the changes be attributed to the project activities (plausibility)?
- › Discuss observed impacts at all appropriate scales—local, landscape, national, regional, global, and present evidence.
- › Is the project delivering value for money in that costs are reasonable given the outputs and outcomes generated?

#### *Program Design and Implementation Strategy*

- › Was the project's theory of change and proposed strategies logically designed to address the threats and drivers to the target species?
- › What, if any, alternative strategies/approaches would have been more effective?
- › Have the project's original assumptions held true, and if not, what changes have occurred?
- › What are the factors that led to successful activity implementation? What are the obstacles to achievement of activity implementation and overall outcomes of the project?
- › Was the actual timeline of development and implementation realistic?

#### *Program Management, Coordination and Communication*

- › How effective is the internal project management and communication of the lead partner and each sub-partner? How effective is the project management and communication between the project partners, offices, stakeholders and the donor? What, if any, management or communication strategies could be more effective?
- › To what level is there cooperation among partners, including government counterparts for both countries?
- › To what extent have resources, such as funds, staff time and expertise across all partners been used efficiently to achieve the project's outcomes?
- › Has the project met deliverable timelines and quality assurance for each output or activity at both the project and sub-partner level?
- › Is the overall project management responsive to partner and stakeholder feedback and willing to adapt and make changes in project execution?
- › Are there thorough, well founded work plans being implemented, monitored, and adapted as necessary?
- › To what extent has the relationship between IFAW and the project partners helped or hindered the delivery and impact of the project?
- › To what extent are effective management and administration systems in place to support the execution of the project?

#### *Long-Term Sustainability*

- › Does the project have adequate and relevant strategies to ensure sustainability?
- › To what extent are the project strategies scalable or replicable, and in what contexts?
- › What are the major challenges and opportunities in achieving sustainability?

- › To what extent are the benefits of the program likely to continue once donor funding has ceased?
- › Is there evidence that the following key elements are being established or exist to the extent necessary to ensure the desired long-term positive impacts of the project?
  - Necessary policy support measures
  - Adequate socio-cultural integration, including no negative impact on affected groups (e.g. by gender, religion, ethnicity, economic class) and/or on benefits realized by them, as well as ensuring necessary motivation, support, and leadership by relevant individuals and groups
  - Adequate institutional and organisational capacity and clear distribution of responsibilities among those organisations or individuals necessary to ensure continuity of project activities or impacts (for example, local government, educational institutions)
  - Technical and economic viability and financial sustainability
  - Technology that is appropriate to existing conditions and capacity

### Evaluation Methods

Evaluation methods should be rigorous yet proportionate and appropriate to the context of the project. The evaluator is responsible for the overall methodological approach and design of the evaluation and is expected to propose methodologies that s/he considers most appropriate to achieve the objectives of the evaluation. The evaluator will refine the scope and methodology of the evaluation during the inception phase in cooperation with the M&E Manager and Chief of Party and provide a detailed evaluation plan. The plan should outline data collection methods and timing; types of data to be collected; and management structures whereby evidence collected will be quality assured and protect beneficiaries or interviewees. Any limitations to obtainment and verification of project data as well as to the methods and analysis should be stated clearly and notified ahead of time.

A participatory, mixed-methods approach is recommended that engages relevant IFAW staff, project partners and beneficiaries through structured methods. A mixed-method approach will allow for data and results verification through multiple types of data collection or multi-stakeholder analysis to ensure a more holistic picture of the project implementation and to reduce any potential bias. Quantitative and qualitative data should be utilized to assess the project, and the evaluator should make use of available project data and complement this with data collection methods that will allow the corroboration and triangulation, of findings. Data collection methods may include among others, interviews with internal and external stakeholders, survey questionnaires, community participatory assessments, observational assessments, and desk review of relevant project and stakeholder documentation. The evaluator will be required to travel to the project sites and meet with stakeholders in person. Desk review, analysis and some interviews may be conducted remotely.

### Deliverables and Timeframe

The evaluation is intended to take no longer than two months, however, due to the COVID19 pandemic restrictions, there is a potential likelihood that the evaluation may take longer or need to be put on hold and completed once restrictions are released. Therefore, the contract dates are currently set for a three month period (June-August 2020) to allow for this eventuality. In particular, the field work component of the evaluation may be subject to delays, but it is expected that the evaluator will be flexible in his/her timing and availability and will complete the field work component even in the event that it must occur outside the original contract timeframe. Deliverable expectations include:

<b>Deliverable</b>	<b>Description</b>	<b>Due Date</b>
Inception Report (max 20 pages)	<ul style="list-style-type: none"> <li>‣ Intervention logic</li> <li>‣ Stakeholder map</li> <li>‣ Methodology for the evaluation, incl.: <ul style="list-style-type: none"> <li>‣ Evaluation Matrix: Evaluation Questions, with judgement criteria and indicators, and data analysis and collection methods</li> <li>‣ Field visit approach (including the criteria to select the field visits)</li> </ul> </li> <li>‣ Analysis of risks related to the evaluation methodology and mitigation measures</li> <li>‣ Work plan</li> <li>‣ Preliminary answers to each Evaluation Question, with indication of the limitations of the available information</li> <li>‣ Data gaps to be address, issues still to be covered, and hypotheses to be tested during the field visit</li> <li>‣ Estimated timeframe for all actions</li> </ul>	Friday, June 26 <sup>th</sup>
Draft Evaluation Report	Draft evaluation report for review and comments by IFAW staff including annexes covering conducted evaluation activities and a list of reviewed documents	Friday, July 24 <sup>th</sup>
Final Evaluation Report (max 50 pages not including annexes)	Completed final evaluation report including clear lessons-learned and recommendations for the entire project	Friday, August 7 <sup>th</sup>

All evaluation deliverables are to be submitted in English, in electronic format (in Word and Excel), and in accordance with the deadlines agreed. The evaluator is responsible for editing and quality control of language. IFAW retains the sole rights with respect to all distribution, dissemination and publication of the deliverables.

#### *Evaluation Reporting Structure*

- Table of Contents
- Executive Summary
  - a. Synopsis of key information from report
- Introduction
  - a. Purpose and context for the evaluation
  - b. Intended audience and use
  - c. Logic and assumptions of the evaluation
- Evaluation Methodology
  - a. Detailed evaluation plan
  - b. Strengths and weaknesses of selected design and research methods
  - c. Summary of problems and issues encountered
- Findings
  - a. Overall results in response to each of the Evaluation Questions
  - b. Assessment of accuracy of reported results
- Conclusions and Lessons Learned

- Recommendations
  - a. Suggestions for specific actions that are based on the evaluation results
- References
- Annex
  - a. Data collection tools
  - b. List of reviewed documents
  - c. List of people consulted
  - d. Supplementary data or findings

## Roles and Responsibilities

The Evaluator is responsible for conducting the evaluation according to the terms of reference (ToR). S/he will:

- Review the ToR and provide input, as necessary
- Review project background documents
- Review and refine the evaluation questions with the participation of IFAW M&E Manager and Chief of Party
- Prepare an Inception Report for IFAW for review and feedback prior to finalization
- Lead an Evaluation Planning Meeting (in-person or remote) with IFAW M&E Manager, Chief of Party and relevant staff
- Design appropriate data collection tools in line with the agreed methodology
- Upload, store and share all data collected during the evaluation with IFAW electronically
- Prepare the draft and final Evaluation Reports for IFAW within the agreed timeframe

IFAW will:

- Review the ToR and providing input, as necessary
- Provide project background materials to evaluator
- Review the evaluation questions and work with the evaluator to refine the questions
- Provide feedback on the evaluator's Inception Report
- Participate in the Evaluation Planning Meeting (in-person or remote)
- Provide feedback on tools and methodology
- Prepare a list of recommended interviewees based on the agreed upon sampling criteria
- Provide feedback on draft reports and approve the Final Report in line with quality standards

## Evaluation Budget

The evaluator will provide an evaluation fee in their application submission based on the scope of work in this ToR. A summary budget including main cost categories must be presented as part of the application, and applications will be assessed on whether the proposed costs are adequately justified and fall within the available evaluation budget.

IFAW will pay all fees directly to the consultant. The payments will be made as follows:

1. 20% upon satisfactory completion of the Inception Report and submission of invoice
2. 50% upon satisfactory completion of the draft Evaluation Report and submission of invoice
3. 30% upon satisfactory completion of the Final Evaluation Report and submission of invoice



IFAW reserves the right to withhold payment if the reports do not meet the requirements of the terms of reference, and until an invoice is submitted. Any invoice submitted later than 30 days after completion of the assignment will be disregarded.

## Qualifications

This request for proposals is open to all qualified and experienced individual consultants or consulting firms.

### Essential Experience:

- › A minimum of 7-10 years' experience in program/project evaluation in an international context
- › Ability to design, plan and execute evaluation approaches and research methodologies, including quantitative and qualitative research methods
- › Ability to manage a complex evaluation and research process across multiple countries, with multiple partner organizations, an international donor and with stakeholder participation
- › Excellent communication and interpersonal skills, and ability to engage with a range of external stakeholders including local community beneficiaries, government officials, and NGOs
- › Ability to understand sampling, data cleaning, and statistical analysis conducted using SPSS, STATA or other equivalent, and demonstrate experience using these tools in past work
- › Excellent analytical skills and ability to clearly synthesize and present findings, draw practical conclusions and prepare well-written reports in English
- › Ability to work to strict/tight deadlines

### Desirable Experience:

- › Experience evaluating conservation projects and their intended outcomes
- › Familiarity with conservation issues particularly around wildlife crime in the Southern Africa region
- › Conducted at least 3-5 evaluations of a USAID funded project or a comparable portfolio (EU or other large bi- or multilateral funded project), and are familiar with their requirements and systems
- › Conversational level language skills in the local languages used in the project regions of Malawi and Zambia

## Application Guidelines

Qualified candidates should submit the following documents to be considered for the position:

- › A cover letter outlining motivation and evidence that the evaluator is qualified to undertake the evaluation
- › Curriculum Vitae with full description of the applicant's profile and experience
- › A technical proposal including the proposed plan with data collection methods based on the information provided in the Terms of Reference including timeline (maximum 3 pages)
- › Detailed budget with breakdown of daily rate, number of days and other costs (inclusive of VAT)
- › Contact details for at least three independent references with in-depth knowledge of the applicant's expertise and relevant evaluation experience.

Applications should be submitted by May 27<sup>th</sup> to: [MAZALAEvaluation@ifaw.org](mailto:MAZALAEvaluation@ifaw.org)

Please note that only shortlisted applicants will be contacted. IFAW retains the right to reject any or all applications and/or to enter into additional negotiations with one or more of the tendering parties.