



Consultancy Ref No: 92/BMZ/South/24-25

# **RFP FOR CONSULTANCY SERVICES WWF-PAKISTAN**

## **SUBJECT:**

**External Final Evaluation of the project “Sustainable Mangrove  
Management and Community Development in Indus Delta II” funded  
by BMZ**

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## HIRING OF CONSULTANT



WWF-Pakistan is looking for qualified and experienced consultants for the purpose of the project titled " **External Final Evaluation of the project "Sustainable Mangrove Management and Community Development in Indus Delta II"**". Interested consultants who meet the eligibility criteria are encouraged to review the detailed Terms of Reference (TORs) available on the WWF-Pakistan website:

<https://wwf.org.pk/consultancy/>

To address any queries, please contact us at **mahmed@wwf.org.pk**.

The deadline for submission is **16<sup>th</sup> April 2025** at **17:00** hours.

**Sealed Technical and Financial Proposal shall be submitted by mentioning Title on Envelope on below Address**

**Manager Procurement & Consultancies  
WWF-Pakistan Head Office, Inside Ali Institute  
Ferozpur Road Lahore**

## RFP – Consultancy Services

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## 1) INTRODUCTION & BACKGROUND

Project/Programme Name(s)	Sustainable Mangrove Management and Community Development in Indus Delta II.
Project/Programme Location(s)	Shah Bunder, Keti Bunder and Kharo Chan of the Indus Delta, Sindh Province
Project/Programme Executants (WWF Office, Project/Programme Manager)	WWF Pakistan Mr. Altaaf Sheikh
Project/Programme Duration	November 01, 2021, to June 30, 2025
Potential Sites to Visit	36 project villages in Shah Bunder, Keti Bunder and Kharo Chan
Project/Programme Budget Sources (for period to be evaluated)	Federal Ministry for Economic Cooperation and Development (BMZ) through WWF-Germany
Names of Implementing Partners (if relevant)	n/a

### Background of the project

The World Wide Fund for Nature Pakistan (WWF-Pakistan), founded in 1970, is the most significant independent nature conservation NGO in Pakistan, with over 20 offices nationwide and an average annual budget of 5.06 million euros, mainly financed by private and public funding. WWF Pakistan has a mission to preserve the country's incredible biodiversity and natural resources through the aforementioned practices. Since its inception, WWF-Pakistan has implemented over 200 projects and programmes. WWF-Pakistan works closely with local and national partners, government, private partners, research, and communities.

The WWF-Pakistan has been implementing the "Sustainable Mangrove Management and Community Development in the Indus Delta II" project in 36 villages across Keti Bunder, Kharo Chan, and Shah Bunder. The project aims to restore mangrove ecosystems, enhance community resilience, and promote sustainable natural resource management. As the project nears its completion in December 2024, an external final evaluation is required to assess the project's impact, sustainability, and lessons learned.

The Indus Delta is one of the unique ecosystems of the world which is spread over 600,000 ha of area and consists of 17 major and hundreds of small creeks with productive mudflats. The delta hosts a variety of unique wildlife species and is the world's sixth largest delta having 139,000 ha of mangroves. Mangrove's ecosystem of Indus Delta support lives and livelihoods of nearly 0.5 million people but they also face enormous logging pressure for meeting demands of communities for fodder, fuel-wood, etc.

**Brief Project Description:** The Project "Sustainable Mangroves Management and Community Development in Indus Delta-II" is the continuity of phase I. The project is being implemented in 36 villages of the lower Indus delta, comprising the sites of Keti Bunder, Kharo Chan, and Shah Bunder. The inhabitants of the project area are extremely poor and vulnerable to climate change. Most of them earn their livelihood exclusively from fishing and the natural resources of the mangrove ecosystem. The mangroves are used for firewood, construction timber, animal grazing and feed, the harvest of crabs and mollusks, etc. Decades of continuous overexploitation resulted in severe loss and degradation of the Indus Delta mangroves. Lack of resources and coordination between relevant authorities further hinder the adequate protection of mangroves, despite their legal guardian. Frequent climate-induced natural disasters like cyclones and, lately, the impact of the Covid-19 pandemic have exacerbated the local population's poor living conditions.

In Phase 1, community-based natural resource management was introduced in 6 mangrove areas of 17,000 ha. The communities organized themselves to protect their mangroves, afforested 3,000 ha, and improved 4,000 ha of degraded mangroves. They introduced a rotating livestock grazing system to protect the mangroves from

overexploitation and young mangrove sprouts from destruction for the first time. Alternative livelihood opportunities, improved value chains, and village development measures reduced poverty and increased the resilience of the local population. Nevertheless, success is still fragile. The second phase of the project aims at consolidating the achievements and out-scaling the sustainable management of the mangroves to an additional 19 villages in two other mangrove areas.

## 2) PROJECT CORE OBJECTIVES

By 2024, 36 local communities in the Indus Delta are reducing their dependence on natural resources, increasing their resilience and sustainably managing 30,000 ha of mangroves

Project components

### **Output 1: Co-management structures are in place in 8 mangrove areas and 36 project villages**

- Activity 1.1 Strengthening of 6 existing and establishment of 2 new MMUs
- Activity 1.2 Building village-based women's organisations
- Activity 1.3 Training for existing and new MMUs based on the TNA
- Activity 1.4 Organize a stakeholder consultation workshop to develop a project exit strategy.
- Activity 1.5 Supporting CBOs in establishing links with donors and potential partners
- Activity 1.6 Presentation of results and exchange of knowledge

### **Output 2: 30,000 ha of mangroves in 8 clusters are managed sustainably through community Co-management**

- Activity 2.1: Awareness raising, mobilization and coordination meetings with communities and Sindh Forest Department.
- Activity 2.2 Development of communication material
- Activity 2.3 Planting of mangroves on 1,500 ha
- Activity 2.4 Rehabilitation of degraded mangroves on 3,000 ha
- Activity 2.5 Development, reviews and improvement of participatory conservation plans (PCP)
- Activity 2.6 Develop and implement cluster-specific conflict management strategies for livestock grazing.
- Activity 2.7 Semi-annual GIS-based monitoring
- Activity 2.8 Evaluation of different approaches to mangrove reforestation and rehabilitation in the Indus Delta.

### **Output 3: The destruction of mangroves is reduced by the introduction of alternatives for livestock feeding and the extraction of firewood and timber**

- Activity 3.1 Cultivation of alternative fodder crops and fast-growing trees on an additional 35 ha of land for stable feeding
- Activity 3.2 Provision of locally produced, fuel-efficient stoves
- Activity 3.3 Solar power systems to supply electricity to 300 HHs

### **Output 4: Alternative livelihood opportunities have been created and village development activities have been carried out for the benefit of the communities.**

- Activity 4.1 Introduction of Better Management Practices (BMPs) in fisheries through Fisheries Sustainability Schools (FSS).
- Activity 4.2 Improving fishermen's equipment and refrigeration systems
- Activity 4.3 Support for particularly vulnerable households
- Activity 4.4 Establishment of 16 local women-based savings groups and support for 10 small businesses.
- Activity 4.5 Establishment of vegetable gardens for 100 women
- Activity 4.6 Vocational training for women in the small craft sector
- Activity 4.7 First aid training

- Activity 4.8 Construction of five new water reservoirs with hand pumps
- Activity 4.9 Introduction of bio-sand filtration plants

**Output 5: The most vulnerable communities in the project area have improved their resilience to climate-related disasters.**

- Activity 5.1 Development and implementation of three civil protection and climate change Adaptation plans
- Activity 5.2 Establishment of a community-managed coastal disaster response unit.
- Activity 5.3 Erection of flood protection platforms

**(Baselines and Indicators to be considered in the evaluation can be found in the attached project proposal pages 12-16)**

The project has been able to establish eight cluster Community-Based Organizations (CBOs) and Village Organizations (VOs). The CBOs have been equipped with needful resources and capacity to support the implementation of the project. Cluster specific participatory conservation plans have been developed to ensure effective and sustainable implementation of the project. To strengthen the co-management for mangrove conservation with the support of project communities, a formal agreement has been signed with the Sindh Forest Department for improving the health of the mangroves and ensure sustainable management through communities. A total of 4,500 ha of mangrove were protected and restored. Among these, 1,500 ha of mangroves were planted while 3,000 ha of mangroves were rehabilitated. Plantation sites are being monitored regularly. Alternative fodder crops were introduced and stall feeding were promoted to reduce grazing pressure on mangroves, in the area on 35 ha of degraded agricultural land. This has helped to divert 30% dependency on livestock grazing from mangroves.

The project provided alternative livelihood to mangroves and fisheries resource-dependent communities. The living condition of the project communities improved with various project interventions such as 400 households receiving solar electrification units, provided access to over 1200 project people for safe drinking water by establishing 13 water reservoirs and distributing 150 bucket gravity filters. The project also improved fishing practices and reduced post-harvest losses through distribution of 300 insulated ice boxes and 5 on-boat fish storage tanks. In addition, the project provided 150 value addition toolkits (engine repair tools and fish handling equipment) to reduce engine maintenance cost and improve the fish quality, supporting over 2500 fishers under different interventions.

### 3) GENERAL CONDITIONS

- 1) The WWF-PAKISTAN reserves the right to reject or accept any proposal. The WWF-PAKISTAN reserves the right to proceed with the implementation of any Service, in whole or in part, as described in the Proposal.
- 2) The WWF-PAKISTAN reserves the right to engage in discussions with any BIDDER to clarify responses or discuss certain issues with regards to the proposal or services requested. The WWF-PAKISTAN has no obligation to notify the other BIDDERS of the discussions, clarifications, or other information provided by a BIDDER. Any additional information required for preparation of the BID shall be distributed to all participants at the same time.
- 3) The WWF-PAKISTAN reserves the right to award the proposal based on experience, qualification, completion date, service cost and other criteria, and not necessarily the lowest cost.
- 4) Based on the RFP BID the WWF-PAKISTAN is entitled to change/replace or omit any clause/part of the preliminary defined scope of services of the proposal. The WWF-PAKISTAN shall conduct negotiations with WWF to achieve the full compliance to the requirements.
- 5) The WWF-PAKISTAN reserves the right in the event the successful CONSULTANT fails to comply with the terms and conditions as listed, to cancel this contract and award it to another CONSULTANT without penalty or action against the WWF-PAKISTAN. The RFP does not constitute an agreement or order.

6) The RFP is not a binding agreement between the parties, submission of a proposal or response by a proponent is voluntary.

7) By submitting a bid, the BIDDER is deemed to have acknowledged all of the undertakings, specifications, terms and conditions, **WWF Fraud and Corruption Prevention and Investigation Policy and WWF's Environment Social & Safeguard for consultant agreement** and to be bound by them if the BID is accepted. All expenses incurred by the Bidder in connection with the preparation of its proposal are to be borne by the RFP participant, and the WWF-PAKISTAN shall not incur any obligation whatsoever toward the Bidder regardless of whether such bid is accepted or rejected.

#### 4) PURPOSE OF CONSULTANCY

The overall objective of the evaluation is to assess the extent to which the 'project' has been able to meet its targets as outlined in the project proposal and agreement, with particular emphasis on relevance, effectiveness, efficiency, overarching developmental impacts, sustainability, cross-cutting issues, timeliness, etc. The evaluation would be using OECD DAC quality standards for evaluation. The specific objectives of the final evaluation would include:

- Assess the relevance, effectiveness, efficiency, overarching developmental impacts, sustainability, cross-cutting issues and timeliness of the project interventions in the target villages of Keti Bunder, Kharo Chan and Shah Bunder in Indus Delta, Sindh, Pakistan.
- Assess achievements of the projects against indicators of Results Framework and targets of the consolidated work plan.
- Capture key lessons for future similar projects
- Assess the implementation status of 08 Participatory Conservation Plans and 03 Disaster Preparedness and Climate Change Adaptation plans developed under the project to influence policy decisions.
- Suggest recommendations for replication of the project in a different context of the country (recommendations need to be specific, practical/feasible and achievable)

#### 5) Tasks (Scope of Work)

The consultancy evaluation would be focused on project targets to evaluate effectiveness, impact and sustainability of the project over the duration of a 3.5 years period from November 2021 to June 2025 covering 36 villages in Keti Bunder, Kharo Chan and Shah Bunder in the Indus Delta. Following guiding questions based on OECD DAC quality standards for the evaluation would serve as the basis for the evaluators to conduct this study.

#### Relevance & Quality of Design

- To what extent were the project objectives and activities suitable for the restoration and rehabilitation of Mangrove areas? Would other measures have been more appropriate?
- To what extent did project objectives and measures correspond to the needs of the target groups in terms of livelihood and disaster mitigation support? Would other measures have been more appropriate?
- Is there a clear and relevant definition of ultimate conservation success in terms of improved status of conservation targets, threat reduction and/or human wellbeing?
- Did the project/programme link its actions to the ESSF-Risk Assessment, and Environmental and Social Management Plan in the relevant ESSF-landscape?
- Are necessary activities and funding included in workplans and budgets, if a gap was identified between the existing mitigation measures and additional risks triggered

by the project/programme?

## Coherence

- Did the project interventions create synergies and interlinkages with other interventions in country/landscape by the same sector or institution?
- Did the project interventions provide value to similar interventions in the same sector?

## Efficiency

- Was the actual spending in line with the budget? If there were deviations, what were the reasons?
- Were there thorough, well founded work plans being implemented according to plan, monitored, and adapted as necessary?
- To what extent did the project understand cost drivers and managed these in relation to performance requirements?
- Was the process of achieving results efficient? Specifically did the actual or expected results (outputs and outcomes) justify the costs incurred? Were the resources effectively utilized?
- Has the project delivered value for money in that costs were reasonable given the outputs and outcomes generated?
- Have appropriate administrative and financial management policies and practices been followed?

## Effectiveness

- Focusing on stated objectives, desired outcomes, and intermediate results (as opposed to delivery of activities and outputs), what has and has not been achieved (both intended and unintended)?
- What have been the most important achievements (e.g. outcomes and impacts) of the project and will they be sustainable?
- What were the key drivers, barriers and factors that affected the delivery of planned results and how did the project address those?
- To what extent did the project make use of partnerships and synergies with other organizations?
- Have strategies and tools been used effectively during project implementation?
- To what extent has coordination/communication been effective within and between the implementation team, stakeholders, partners and participants, as well as donor offices in the Network and external donors?
- Data Management System: How well was data maintained at the project level and reflected in form of dashboard and figures.
- Has the project created sufficient motivation, commitment and ownership among stakeholders, in particular Government authorities and community- based organizations, to ensure sustainability of project outcomes and impacts?
- Other (possibly also negative) effects at the level of outputs, outcomes and direct impacts
- Have the stakeholder engagement processes been inclusive, gender-sensitive and accessible for all community members?



## Impact

- What are the positive and negative changes produced by the project, directly or indirectly, intended or unintended?
- To what extent has the project attained its stated vision and goals, in terms of outcomes effecting positive change in biodiversity quality, ecosystem services and human wellbeing?
- What is the likelihood that these changes would have occurred in the absence of the project?
- Were there any unforeseen impacts (whether positive or negative)?
- Did any risks from the ESSF Risk Assessment materialise?
- Were the mitigating actions sufficient and well-received?
- Were complaints registered, successfully followed up and resolved?
- How the project addressed the needs of the targeted population and how the changes will continue in the long run?
- Did the project achievements inspire similar interventions elsewhere?
- What is the probability that project achievements will be scaled up by other stakeholders and in other areas?

## Sustainability

- Is there adequate institutional and organizational capacity and clear distribution of responsibilities among the established stakeholder organizations (e.g. Government and community-based organizations, MMUs and women organizations) to ensure continuity of activities and impacts in terms of mangrove conservation, community livelihoods and disaster response?
- Are there actual or potential ecological, socio-economic, political developments or other risks that may affect the sustainability of project outcomes?
- To what extent did the exit strategy provide for improved sustainability and helped to mitigate anticipated risks after the project end?
- Technical Sustainability: What is the probability that technical measures introduced (mangrove restoration and monitoring, implementation of management and rotational grazing plans, disaster risk mitigation measures, livelihood support measures, management of freshwater reservoirs etc.) will be implemented after the project has terminated and how can this be further supported by Government, NGOs and other stakeholders
- Socio-economic sustainability: What has been the impact so far and how sustainable are the measures that aimed at improving livelihoods and income of target groups?
- Social sustainability: What is the current level of involvement of women in management and decision making and can this be maintained in the long term?
- Institutional sustainability: How sustainable are the established Governance structures such as the Mangrove Management Units, women organizations and other community-based organizations that are expected to manage and organize the use of freshwater reservoirs, disaster mitigation centers, elevated platforms, management and grazing plans etc.?
- Political sustainability: To what extent do Government authorities and political decision makers profit from project results and will they use these for further upscaling?
- Societal Sustainability: What impact and effects of the project results can be expected on the broader society? To what extent if the project known to other

communities and stakeholders in the region, will project results be adopted by others, has the project inspired similar activities in other areas?

## Adaptive Capacity

- Did the team examine good practice lessons from other conservation/ development experiences and consider these experiences in the project/programme design?
- How well were the complaints mechanism followed – and the concerns of local people addressed?
- Was an effective monitoring system on project progress implemented and did its results lead to adjustments of project activities when required?
- Based on the ESSF screening, was a risk register established and regularly updated and related mitigation measures implemented?

## Procedure (Process)

The evaluator is expected to follow a mixture of approaches, including desk review of the project documents and reports, discussions/Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) with target beneficiaries, project partners, stakeholders, team members etc. A list of key project stakeholders, including but not limited to, is mentioned below:

- Sindh Forest Department
- Pakistan Meteorological Department
- Sindh University
- Karachi University
- Provincial Disaster Management Authority
- Sindh Fisheries Department
- Sindh Agriculture and Livestock Department
- Civil Society Organizations
- Local Non-Government Organizations
- District Administration Thatta & Sujawal

## 6) Deliverables

The external final evaluation report needs to be on the template provided in the annexure. The report should be able to incorporate the following elements;

- Inception meeting with WWF team at the start of the evaluation: Outline and agree on the methodology, work plan and data collection tools for the evaluation.
- Regular weekly updates by email and/or phone to the WWF project manager on evaluation progress
- Submission of interim evaluation progress report **by Friday April 25, 2025**
- Submission of a draft evaluation report **by Sunday May 25, 2025** to the WWF project manager for review and comments by the WWF project team
- Facilitation of a stakeholder workshop with community representatives, Sindh Forest Department and other relevant stakeholders (as agreed with WWF Project Team) to present the draft evaluation report and incorporate their feedback and recommendations.
- Submission of a final evaluation report **by Monday, June 9, 2025** to the WWF project manager integrating received comments and recommendations for the WWF project team

## Expert Profile of the consulting firm/ individual(s)

The **consultancy firm/Individual** will be selected on the basis of the following criteria.

- A team of experienced evaluation experts with background in conducting project evaluations related to thematic and geographic scope of this project.
- Experience of results-based monitoring and evaluation;
- Ability to design and plan the evaluation approaches including quantitative and qualitative research methods;
- Relevant subject matter knowledge and experience of coastal, marine and mangroves ecosystem, livelihoods, fishing, agriculture, environment and development projects;
- Consideration of the extent to which the evaluator or evaluation team has appropriate knowledge/experience of working in Pakistan. This includes language proficiency to conduct the evaluation required or that resources be made available (e.g., translator etc.) to enable the evaluation to proceed smoothly.

## 7) Timeline of the Assignment

The evaluation will take place within the period from 14th April to 09th June 2025, during which stakeholder consultations and field visits should take place. The interim evaluation report should be submitted by April 25, 2025. The 1<sup>st</sup> draft evaluation report is expected latest by May 25, 2025, while the final complete evaluation report duly incorporated with all comments/feedback will be submitted latest by June 9, 2025. Compliance with these deadlines will be crucial as all financial transactions have to be completed before the end of the project on June 30, 2025.

The final number of evaluation days to be contracted within this period will depend on the consultant's proposal and agreed upon with the WWF-Pakistan project manager.

## Documents required from the consultancy

- Detailed company profile along with the company's registration certificate
- Tax registration documents
- Detailed profile/curriculum vitae of the employee(s)/individual(s) who will undertake this evaluation
- Letter of expression
- Segregated Financial proposal along with detailed work plan
- Any other document which the **consulting firm/ individual(s)** considers will support their proposal

## Documents sharing and endorsement

The project related documents and data managed at the project level will be shared with the selected **consulting firm/ individual(s)** for developing the evaluation tools. The evaluation tools need to be endorsed by WWF-Pakistan before commencement of field work for data collection.

## 8) Evaluation Report Structure

To support more systematic recording of evaluation findings to advance WWF's broader organizational learning, all evaluators should follow, to the extent possible:

Part A: The evaluation report structure below

Part B: Complete the summary table, to be attached to the evaluation report

These provide standardized frameworks for summarizing evaluation findings and support sharing results internally and externally.

## Part A: Evaluation Report Structure

### Description

The following provides a basic outline for an evaluation report.

While this should easily be applied to evaluations of simpler projects or programmes, adaptation will be needed to ensure reports of more complex programmes (e.g. Country Offices, multi-country regions, landscapes and seascapes, Network Initiatives) are well organized, easy to read and navigate, and not too lengthy.

#### 1. Title Page

- Report title, project or Programme title, and contract number (if appropriate), data of report, authors and their affiliation, locator map (if appropriate)

#### 2. Executive Summary (1-2 pages)

- Principal findings and recommendations, organised by the core evaluation criteria from the TOR.

#### 3. Table of Contents

#### 4. List of Acronyms and Abbreviations

#### 5. Body of the Report (15 pages approximately)

##### A. Introduction (2 pages max)

- Concise presentation of the project/programme characteristics
- Purpose, objectives, and intended use of the evaluation (reference and attach the ToRs as an annex)
- Evaluation methodology and rationale for approach (reference and attach as annexes the mission itinerary; names of key informants, a list of consulted documents, and any synthesis tables containing project/programme information used in the exercise, limitations of the methodology/evaluation.)
- Composition of the evaluation team, including any specific roles of team members.

##### B. Project/Programme Overview (2 pages max)

- Concise summary of the project or programme's history, evolution, purpose, objectives, and strategies to achieve conservation goals (attach theory of change including conceptual model, results chain or logical framework and project monitoring system as annexes)
- Essential characteristics: context, underlying rationale, stakeholders and beneficiaries
- Summaries WWF's main interest in this project or programme

##### C. Evaluation Findings (5-7 pages)

- Findings and lessons learned organised by each of the selected core evaluation criteria, including sufficient but concise rationale.
- Tables, graphics, and other figures to help convey key findings

##### D. Recommendations for this Project (2-3 pages)

- Recommendation organised each of the core evaluation criteria and the findings, including sufficient but concise rationale – recommendations should be specific, actionable and numbered.
- Suggestions for any modifications to the project theory of change.
- Project/programme performance rating tables to provide a quick summary of performance and to facilitate comparison with other projects/programmes see the Summary Table Part B, below).

#### 6. Annexes

- Terms of Reference
- Evaluation methodology detail
- Itinerary with key informants

- Documents consulted
- Specific project/programme and monitoring data, as appropriate
- Summary tables of progress towards outputs, objectives, and goals
- Maps
- Recommendations summary table

#### Part B: Evaluation Summary Table (Recommended)

##### Description

Evaluators are to assign the project/programme a score assessing the extent to which the project/programme embodies the description of strong performance as described in the table below:

5 - Excellent, 4 - Good, 3 - Sufficient, 2 - Low, 1 - None at all

N/A – Not Applicable

D/I – The criterion was considered, but data were insufficient to assign a rating or score.

Criteria	Description of Strong Performance	Evaluator Score	Evaluator Brief Justification
<b>Relevance and Quality of Design</b>	1. The project/programme addresses the necessary factors in the specific programme context to bring about positive changes in conservation elements – biodiversity and/or footprint issues (i.e. species, ecosystems, ecological processes, including associated ecosystem services) and human wellbeing.		
	2. The project/programme has rigorously applied key design tools including involvement of partners and community members, as appropriate, in the design		
	3. The project/programme has identified the right opportunities or strategies to respond to key threats		
<b>Coherence</b>	The project/programme interventions are synergistic with and provide value to <b>other interventions</b> by the same actor in-country. They also are harmonized and consistent with <b>other actors' interventions</b> in the same context.		
<b>Efficiency</b>	1. Most/all programme activities have been delivered with efficient use of human & financial resources and with strong value for money.		
	2. Governance and management systems are appropriate, sufficient, and operate efficiently.		
<b>Effectiveness</b>	1. Most/all intended outcomes were attained.		
	2. There is strong evidence indicating that changes can be attributed wholly or largely to the WWF project or programme		
<b>Impact</b>	1. Most/all goals—stated desired changes in the status of species, ecosystems, ecological processes, human wellbeing—were realised.		
	2. WWF actions have contributed to the perceived changes		
<b>Sustainability</b>	1. Most or all factors for ensuring sustainability of results/impacts are being or have been established.		
	2. Scaling up mechanisms have been put in place with risks and assumptions re-assessed and addressed - as relevant.		
<b>Adaptive</b>	1. Project/programme results (outputs, outcomes,		

<b>Management</b>	impacts) are qualitatively and quantitatively demonstrated through regular collection and analysis of monitoring data.		
	2. The project/programme team, involving key stakeholders, uses these findings, as well as those from related projects/ efforts, to strengthen its work and performance		
	3. Learning is documented and shared for project/programme and wider learning		

Evaluators are also to provide a brief justification for the rating and score assigned. Identify most notable strengths to build upon as well as highest priority issues or obstacles to overcome. Note that this table should not be a comprehensive summary of findings and recommendations, but an overview only. A more comprehensive presentation should be captured in the evaluation report and the management response document. Even if the report itself contains sensitive information, the table should be completed in a manner that can be readily shared with any internal WWF audience.

## 9) REQUIREMENTS

The **consulting firm/ individual(s)** will be selected on the basis of the following criteria.

- An evaluation **consulting firm/ individual(s)** with more than ten years of experience in Programme/project evaluation in an international development context;
- Experience of results-based monitoring and evaluation;
- Ability to design and plan the evaluation approaches including quantitative and qualitative research methods;
- Relevant subject matter knowledge and experience of coastal, marine and mangroves ecosystem, livelihoods, fishing, agriculture, environment and development projects;
- Consideration of the extent to which the evaluator or evaluation team has appropriate knowledge/experience of working in Pakistan. This includes language proficiency to conduct the evaluation required or that resources be made available (e.g., translator etc.) to enable the evaluation to proceed smoothly;
- Expertise in participatory approaches and stakeholder engagement especially with local communities, government and non-government agencies.
- Strong analytical skills and familiarity with climate change resilience and endline evaluations development
- Fluency in English, Urdu and Sindhi languages.
- Cultural awareness and sensitivity to gender issues.
- Experience in providing quality technical reports.
- Knowledge of WWF's work globally and regionally is an asset.

## 10) CORRESPONDENCE & SUBMISSION OF PROPOSAL

### **Application Submission:**

Interested consultants should submit the Proposal on the Application Form Available Online or can access through the following Link:

<https://forms.gle/HD8x6J1FoQUyByXx6>

1. If Any **Queries** may send through Email by attention to the Following:

**To:** Faiza khan ([fakhan@wwf.org.pk](mailto:fakhan@wwf.org.pk))

**Cc:** Muzzammil Ahmed ([mahmed@wwf.org.pk](mailto:mahmed@wwf.org.pk))

The RFP submission deadline mentioned on WWF-Website.

2. Any information and responses to enquiries will be made in writing and distributed by email to all proponents. Enquiries after the foregoing deadline will not receive a response.

## 11) FORMAT OF THE PROPOSAL

The BID submitted by the participant must be structured as per the below provided instructions:

- 1) **Application Form available at WWF-Website** -General information about the Bidder, covering, qualification and experience, CV and all related Information.
- 2) **Experience:**
  - a) **Description of the complete projects:** the list and general information about the complete projects, description of the role in the project, other accomplishments of the Consultant.
- 3) **Proposal outlining scope consultancy service-** Description of scope and working process, stages, deliverables, exclusions, conditions;
- 4) **Provide template of already complete similar type of reports-** the WWF-PAKISTAN may request additionally;
- 5) **Service Provision Timeline** – Provide Detailed Work Plan as per Deliverable and TORs.
- 6) **Financial Proposal-** the prices shall be provided in Pak Rs, the total price shall include all costs related to service provision including applicable taxes.

**Note:**

Templates of all Information is provided on Application form available at WWF-Website. Any Additional Information related to the RFP can be attached along with application Form.

## 12) FINANCIAL PROPOSAL

The proposed prices shall be provided in PKR, the total price shall include all costs related to service provision including all Direct and Indirect taxes, Travel, Boarding & Lodging shall be based on actual receipt up to max Ceiling (If Any).

The consultant will submit the cost of the assignment in a lump sum, including all applicable taxes according to the Government of Pakistan and the Government of KP

**The Payment Term:** shall be defined by the contract to be concluded between WWF -Pakistan and the consultant.

## 13) EVALUATION PROCESS

Applicant's proposal shall be evaluated based on Quality and Cost Based Selection (QCBS) method. Under QCBS both technical and financial proposals shall be evaluated as per following criteria against a maximum score of 100 points.

- A) Technical Proposal (70%)
  - Detailed workplan
  - Expression of interest (EOI)
  - Company's Profile

- Detailed methodology
- B) Financial Proposal (30%)
- Detailed financial proposal which should be inclusive of all applicable taxes and out of pocket expenses. The financial proposal should follow a breakdown structure i.e., specifying cost(s) to each head and subhead
  - Company's registration certificate
  - NTN detail(s)
  - Any legal or technical certification required for the task
  - Audited Accounts Report (if available) of last FY

Note: Late/ incomplete submissions will not be accepted. Only three (03) top-ranked consulting firm/individual(s) will be included in the comparative process

## 14) DOCUMENTATION AND CONFIDENTIALITY

All documents completed based on requirements of the present RFP shall be the property of the WWF-Pakistan, and shall not without the consent of the WWF-Pakistan be used, reproduced or made available to third parties beyond what is necessary in respect of the fulfilment of the Project. All documents issued and information given to the BIDDER shall be treated as confidential.