



Terms of Reference (TOR)

Project Title:	Final Evaluation of the Project "Landscape Conservation in the Dawna Tenasserim Landscape (DTL): Forest Protection for People and Wildlife (2023-2027)"
Under Project:	Landscape Conservation in the Dawna Tenasserim Landscape (DTL) - Forest protection for people and wildlife
Fund WWF by:	40002727 - 403850 Task 100005

1. General Information

Supervisor: On-iriya Fugthaworn and Uchukorn Lysittikool

Period: 1 February – 30 May 2027

Location of work: 2 communities in Suan Phueng District, Ratchaburi, Tak, and Kaeng Krachan Forest Complex, and communities in Kuiburi.

2. Purpose and Background:

The Landscape Conservation in the Dawna Tenasserim Landscape (DTL) – Forest Protection for People and Wildlife project is a transboundary conservation initiative implemented from **July 2023 to June 2027**. The project operates within DTL, one of the most important forest landscapes in Southeast Asia, recognized for its exceptional biodiversity, ecological connectivity, and role in sustaining viable populations of globally threatened wildlife, including tiger, elephant, gaur, banteng, and other key species. The landscape also encompasses an extensive network of protected areas, community-managed lands, and forest corridors that support ecological processes across national boundaries.

Despite its high conservation value, the landscape faces ongoing pressures from habitat fragmentation, unsustainable resource use, infrastructure development, human-wildlife conflict, and competing land-use demands. Addressing these threats requires integrated approaches that combine biodiversity conservation with community participation, sustainable livelihoods, and strengthened governance.

To address these challenges, the project was designed on the premise that long-term conservation success depends on the active participation and support of local communities and stakeholders. Accordingly, the project is implemented through the following three interconnected strategies:

Strategy 1: Building Community Participation and Empowerment for Conservation

Working locations: 2 communities in Suan Phueng District, Ratchaburi

To strengthen community participation in conservation through sustainable livelihood opportunities, capacity development, environmental awareness, and community-led action, the project implemented a range of interventions, including community-based tourism, waste management initiatives, youth engagement activities, and support for community organizations.

Strategy 2 – Increase habitat protection through designation of protected areas, recognition of OECMs

Working locations: Doi Soi Malai National Park, Lan Sang National Park, Namtok Phacharoen National Park, Tak



To strengthen habitat conservation through support for protected area (PA) expansion and management, development of Other Effective Area-Based Conservation Measures (OECMs), biodiversity assessments, community participation in natural resource governance, and landscape connectivity planning. The project's key activities under strategy 2 include support for protected area designation processes, Free, Prior and Informed Consent (FPIC) processes, community consultations, community forest management, OECM assessments, and stakeholder engagement to promote long-term habitat conservation and connectivity within the landscape.

Strategy 3: Protect or restore species through science-based tools and community involvement

Working locations: Kaeng Krachan Forest Complex, and communities in Kuiburi.

To strengthen wildlife conservation through science-based monitoring, improved management effectiveness, and enhanced coexistence between people and wildlife, the project implemented a range of interventions across key conservation areas. Major activities included camera-trap monitoring, tiger and prey population surveys, habitat improvement, support for SMART patrols, human-elephant conflict (HEC) mitigation measures, early warning systems, community-based wildlife conservation initiatives, and awareness-raising activities.

To assess the project's results and inform future conservation programming, WWF-Thailand requires an independent final evaluation. The evaluation will examine the project's performance against its intended outputs and outcomes, the relevance and effectiveness of its design and implementation, and the factors that supported or constrained progress. It will also identify lessons, good practices, and evidence-based recommendations, using the OECD-DAC evaluation criteria to support accountability to stakeholders and guide future landscape conservation work. This service is required to provide a credible assessment drawing on project records and the perspectives of communities, government agencies, partners, and other stakeholders.

3. Project Objectives: State the objectives of the assignment and the expected outcomes.

- Assess overall project performance against intended and unintended outputs, outcomes, and impacts, taking into account the project's contribution and attribution to observed results.
- Examine the validity and effectiveness of the project's Theory of Change, design, and implementation approach.
- Identify key lessons learned and good practices and provide evidence-based recommendations for future project/programme design and implementation.
- Identify key enabling and hindering factors affecting the achievement of project outputs, outcomes, and sustainability.

4. Scope of Work / Product or Service Specifications:

The final evaluation shall cover the implementation period from **July 2023 to June 2027**. The evaluator is expected to employ a mixed-methods approach that combines qualitative and quantitative methods and drawing on both primary and secondary data sources. The evaluation shall be guided by the OECD-DAC evaluation criteria, namely **Relevance, Coherence, Effectiveness, Efficiency, Impact, and Sustainability**. Findings should be triangulated across multiple sources and stakeholder groups to ensure a robust evidence base and support credible, comprehensive, and well-substantiated conclusions, lessons learned, and recommendations. At the bare minimum, the proposed methodology should include, but not be limited to;



4.1. Desk review

The evaluation should begin with a comprehensive review of project documentation to understand the project's design, implementation progress, achievements, challenges, and intended results. Documents to be reviewed essentially include but not limited to the project proposal/concept note, results framework, project and indicator reports, monitoring data, previous assessments, key evidence such as, OECM related documentation, biodiversity monitoring reports, stakeholder consultation records, and other relevant. These shall be prepared and provided to the evaluator by WWF.

4.2. Key Informant Interviews (KIIs)

Semi-structured interviews shall be conducted with key stakeholders involved in project design, implementation, and oversight. These may include WWF staff, related government agencies, authorities, project partners, local leaders, and/or technical experts. The interviews will be used to gather diverse perspectives on project performance and results, providing insights into project management, implementation effectiveness, stakeholder engagement, accountability mechanisms, adaptive management, and the broader contextual factors that influenced project delivery and outcomes.

4.3. Focus Group Discussions (FGDs)

Focus group discussions will be conducted with project beneficiaries and stakeholder groups to understand their experiences, perceptions, and observed changes resulting from project interventions. Separate discussions should be organized for, but not limited to women, men, youth, community-based tourism groups, community forest groups, and communities participating in human-wildlife coexistence initiatives, where appropriate. The discussions shall seek insights into livelihood improvements, community participation, conservation awareness, local ownership, behavioral changes, and perceived benefits and challenges associated with project activities.

4.4. Field Observation and Site Verification

Field visits will be undertaken to selected project sites to directly observe project-supported activities and verify reported achievements. Site visits may include community-based tourism facilities, waste management initiatives, community forests, prospective OECM sites, protected areas, wildlife monitoring locations, and human-wildlife conflict mitigation interventions. Field observations will help assess the functionality, quality, utilization, and sustainability of project-supported outputs while providing contextual understanding of local conditions and implementation challenges.

4.5. Data Presentation and Validation

The evaluator shall prepare and present preliminary findings to WWF-Thailand and/or relevant stakeholders at the conclusion of the fieldwork and analysis phase. The presentation should summarize key findings, emerging conclusions, lessons learned, and preliminary recommendations. A validation session will be conducted to review findings, verify factual accuracy, and collect stakeholder feedback. The evaluator shall consider and address relevant feedback before submitting the final evaluation report.

In addition to the methods outlined above, the evaluator may propose other appropriate approaches, such as stakeholder workshops, validation sessions, participatory exercise, or consultation meetings, to aid data collection, findings validation, and data analysis as well.

The evaluator shall conduct the evaluation in accordance with accepted professional and ethical standards, ensuring informed consent, voluntary participation, confidentiality, and the protection of personal information. The evaluation process should be inclusive, gender-sensitive, culturally appropriate, and respectful of local communities and stakeholders.

All evaluation tools shall be developed in consultation with WWF and aligned with the evaluation objectives and framework. Primary data collection tools, including interview guides, focus group discussion guides, survey questionnaires, and observation checklists, must be reviewed and approved by WWF prior to their use in the field.



4.6. Key Evaluation Questions

4.6.1. Relevance

- To what extent the project's objectives, design, and interventions responded to conservation priorities, stakeholder needs, and the socio-ecological context of the Dawna Tenasserim Landscape?
- To what extent did the project remain relevant throughout implementation despite changing conditions and emerging challenges?

4.6.2. Coherence

- To what extent was the project aligned with relevant national and sub-national policies, strategies, and conservation priorities, and how did this influence project implementation and outcomes?
- How effectively did the project complement, coordinate with, and add value to other conservation, natural resource management, and community development initiatives operating within the landscape?
- Who were the key actors and stakeholders within the landscape, and how effectively did the project engage and collaborate with them to achieve shared conservation objectives?

4.6.3. Effectiveness

- To what extent were the intended outputs and outcomes achieved?
- Were there any significant deviations from the original project design, and how did these affect project performance?
- How effective were partnerships and stakeholder engagement mechanisms in supporting project implementation?
- What factors facilitated or hindered the achievement of project objectives?
- How effectively did the project adapt to changing circumstances, emerging opportunities, and implementation challenges?

4.6.4. Efficiency

- How appropriate, efficient, and cost-effective were the project's management, governance, and implementation arrangements in delivering intended results?
- How effective were the project's coordination, communication, and collaboration mechanisms among WWF, government agencies, partners, communities, and other stakeholders?
- What factors contributed to or constrained the efficient use of resources, timely delivery of activities, and achievement of project outputs and outcomes?

4.6.5. Impact

- What evidence exists that the project contributed to improved habitat protection, ecological connectivity, biodiversity conservation, and other long-term social and environmental outcomes/impacts? To what extent can these changes reasonably be attributed or contributed to by the project?
- To what extent were observed outcomes and/or impacts influenced by external factors beyond the project's control, such as government policies, market conditions, actions of other organizations, socio-economic changes, or environmental events?
- To what extent did livelihood and community engagement interventions contribute to broader conservation outcomes and strengthen local support for conservation efforts?
- What unintended positive or negative impacts resulted from the project?



- (If any) How has the project contributed to broader conservation goals at landscape, provincial, or national levels?

4.6.6. Sustainability

- To what extent are project results likely to be sustained beyond the life of the project?
- Are local institutions and governance mechanisms sufficiently strengthened to continue project-supported activities?
- Do participating communities have the capacity and motivation to sustain project outcomes?
- Which project interventions demonstrate the strongest potential for long-term sustainability?

4.6.7. Other/Learning agendas

- What lessons can inform the design of future landscape conservation project?
- To what extent were local communities meaningfully engaged in the design, implementation, monitoring, and decision-making processes of the project?
- To what extent were gender and social inclusion considerations integrated into project design, implementation, and monitoring?
- Were there any barriers that limited equitable participation in project activities and benefits, and how effectively were these addressed?

4.7. Evaluation process

Stage/Activities	Description	Estimated working days	Timeline
1. Inception and Desk review	Inception Report, including detailed methodology, workplan, sampling strategy, and data collection tools developed.	10 days	1st – 2nd month
2. Data Collection in 3 project sites	Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and field observations conducted. At this stage, WWF is expected to support field coordination.	15 days	2nd month
3. Initials Data Analysis	Consolidation and analysis of findings, triangulation of evidence, and preparation of preliminary findings	10 days	2nd - 3rd month
4. Preliminary findings Presentation and validation	Presentation of preliminary findings (any format is welcomed). This will as well be the validation session with WWF-Thailand and/or relevant stakeholders	1-2 days	3rd month
5. Full Report Drafting	1 st draft of full report submitted.	10 days	4th month
6. Report finalization	WWF and the donor will review the draft report	7 days	4th month



	and provide consolidated feedback for revision. Up to two review rounds are anticipated, although additional rounds may be requested if necessary.		
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5. Roles and Responsibilities: The lead evaluator will be responsible for the overall quality and timely completion of the evaluation. Responsibilities include:

- Develop the evaluation framework, methodology, evaluation matrix, workplan, sampling approach, and data collection tools in consultation with WWF-Thailand.
- Review relevant project documents and collect and analyse primary and secondary data using appropriate qualitative and quantitative methods.
- Conduct interviews, focus group discussions, field observations, and other agreed evaluation activities with relevant stakeholders.
- Ensure data are triangulated and findings are evidence-based, accurate, and responsive to the evaluation questions.
- Follow professional and ethical standards, including informed consent, voluntary participation, confidentiality, protection of personal information, and inclusive, gender-sensitive engagement.
- Present preliminary findings for validation, consider stakeholder feedback, and submit the inception report, presentation, and final evaluation report in English within the agreed timeline.

6. Deliverables / Expected Outputs:

Key Deliverable	Description
Deliverable 1: Inception Report and tools	Submission of an inception report, including the evaluation framework, methodology, evaluation matrix, workplan, sampling approach, and draft data collection tools.
Deliverable 2: Preliminary Findings Presentation and Validation Session	Presentation of preliminary findings, conclusions, and emerging recommendations to WWF-Thailand and/or relevant stakeholders for validation and feedback.
Deliverable 3: Final Evaluation Report	Submission of a final evaluation report for reviewed by WWF and the donor.

7. Timeline: 1 February – 30 May 2027.

8. Payment Terms:

- 1st instalment of 30% contract value, will be paid upon receipt of an inception report, including the evaluation framework, methodology, evaluation matrix, workplan, sampling approach, and draft data collection tools and the invoice is received by World Wide Fund for Nature International: WWF.
- 2nd instalment of 40% contract value, will be made upon a presentation of preliminary findings, conclusions, and emerging recommendations to WWF-Thailand and/or relevant stakeholders for validation and feedback on or before 30 March 2027. And the invoice is received by World Wide Fund for Nature International: WWF.
- 3rd instalment of 30% contract value, will be made after the delivery and acceptance of a comprehensive final report will be delivered on or before 30 May 2026. and the invoice is received by World Wide Fund for Nature International: WWF.



9. Qualifications and Experience:

WWF-Thailand welcomes applications from qualified individual consultants or consulting firms with demonstrated experience in evaluating conservation, natural resource management, and community development programmes.

Required Qualifications

The lead evaluator and/or evaluation team should possess the following qualifications:

- An advanced degree in a relevant field, such as natural resource management, environmental science, conservation, forestry, development studies, social sciences, economics, or other related disciplines.
- A minimum of **7–10 years of professional experience** in conducting programme, project, or impact evaluations.
- Demonstrated experience in evaluating conservation, biodiversity, natural resource management, landscape conservation, rural development, community-based conservation, and/or sustainable livelihood initiatives.
- Strong understanding and practical application of **OECD-DAC evaluation criteria** and evaluation methodologies.
- Proven experience in designing and implementing mixed-methods evaluations, including qualitative and quantitative data collection and analysis.
- Experience conducting stakeholder consultations, key informant interviews, focus group discussions, and participatory evaluation processes.
- Excellent analytical, report writing skills in English. Or for evaluation teams, at least one team member should demonstrate strong English report-writing skills and be responsible for preparing evaluation deliverables in English.

Desirable Qualifications

Preference will be given to consultants and teams with:

- Experience working in Thailand especially in the Dawna Tenasserim Landscape.
- Familiarity with and/or experience in community participation and livelihoods, habitat protection and connectivity, wildlife conservation and human-wildlife coexistence, including protected area management, Other Effective Area-Based Conservation Measures (OECMs), community forestry, landscape conservation, eco-tourism, wildlife management, and human-wildlife conflict mitigation approaches.
- Experience assessing project theories of change, contribution pathways, and sustainability of conservation interventions.
- Understanding of social safeguards, gender considerations, and rights-based conservation approaches.

10. Submission Requirements:

- Proposal (up to 10 pages), workplan and its comprehensive budget.
 - Proposed evaluation methodology and approach.
 - Proposed workplan and timeline.
 - Description of the consultant's relevant experience and qualifications.
- Team composition, roles, and responsibilities.
- Quotation
- CV of the lead evaluator and team members (if applicable).



- Contact details for three (3) professional referees who we can contact for quality
- 1-2 examples of relevant evaluation/research reports completed within the past 7 years.
- Commercial Registration Certificate
- VAT Registration Certificate (Form P.P. 20)
- A copy of ID card

11. WWF Support

Submission Deadline: 6 November 2026

Contact Information: Please submit all application documents

to: procurement@wwf.or.th **Cc:** oniriyaf@wwf.or.th and uchukornl@wwf.or.th

Email subject line: Apply for Final Evaluation of the Project "Landscape Conservation in the Dawna Tenasserim Landscape (DTL)