



WWF-UK
Final Evaluation of the WaterLIFE project - July 2014 to June 2017

Call for Tenders to Appoint Final Evaluator
 (WaterLIFE Action E5 - Independent (mid-term and) Final Evaluation)

Project/Programme Name(s)	WaterLIFE (EU LIFE-funded)
Project/Programme Location(s)	Delivered from LPC, Woking. Operational Coverage: England and Wales, with Knowledge Exchange across Europe
Project/Programme Reference Number(s)	LIFE13 ENV/UK/000497
Names of Project/Programme Executants (WWF Office, name of project/programme manager)	WWF-UK Office. WaterLIFE Project Manager: Simon Aguss (Food and Freshwater Team, Corporate Stewardship)
Project/Programme Duration (from start year)	July 2014 to June 2017
Period to Be Evaluated	July 2014 to June 2017 (realistically end March 2017 to allow for write up and production of Evaluation Final Report)
Project/Programme Budget Sources and Amounts (for period to be evaluated)	WaterLIFE 3-yr project value: €2,249,728 (approx. £1.8m) 50% grant support from EU LIFE, 50% match funding.
Names of Implementing Partners	Co-ordinating Beneficiary: WWF-UK Associated Beneficiaries: The Rivers Trust and Westcountry Rivers Trust. (Demonstration Catchment Delivery Partners: Norfolk Rivers Trust, Severn Rivers Trust, Trent Rivers Trust, The Rivers Trust, Westcountry Rivers Trust)

1. INTRODUCTION

WWF-UK is seeking a consultant who would be interested in undertaking a final evaluation of this EU LIFE+ project, operational since July 2014.

2. WATERLIFE OVERVIEW, OBJECTIVES AND DELIVERY

WaterLIFE is a three year project funded by the EU LIFE+ programme and sits within the Environmental Policy and Governance strand of this programme. Delivery started in July 2014, and will run to June 2017. WaterLIFE is led by WWF-UK, and has The Rivers Trust (RT) and the Westcountry Rivers Trust (WRT) as contractual co-delivery organisations (Associated Beneficiaries).

WaterLIFE has been seeking delivery of the Water Framework Directive (WFD) through collaborative action between civil society and the private sector. The Project has developed an operational strapline of “Working with communities, business and government for healthy rivers” and a communications strapline of “Healthy rivers for people and nature” (see www.waterlife.org.uk).

The long-term goal of WaterLIFE is:

“By 2021, civil society and the private sector are actively engaged in delivery of the Water Framework Directive across the EU, restoring EU rivers to good ecological health.”

In broad terms, WaterLIFE is aiming to:

- Ø Accelerate the implementation of the WFD and improve the freshwater environment.
- Ø Work with communities, business and government agencies to deliver innovative initiatives in five demonstration catchments in England and Wales.
- Ø Share these successes across the UK and Europe to enable replication of WaterLIFE’s benefits elsewhere.

There are five Project objectives – outcomes we are seeking to deliver within the timescales of WaterLIFE:

1. POLICY ENABLING CONDITIONS: By June 2017, policy, guidance and legislation in the UK, and other EU countries, supports accelerated (compared to aspiration) and collaborative delivery of the Water Framework Directive .
2. WATER STEWARDSHIP INNOVATION: By June 2017, there is wider business commitment to pursue Water Stewardship.
3. DEMONSTRATING CIVIL SOCIETY GOVERNANCE: By June 2017, local and regional civil society groups are empowered in WFD advocacy and engaged in River Basin Management Plan (RBMP) development.
4. EUROPEAN KNOWLEDGE EXCHANGE: The demonstrated private sector and civil society methodologies of WFD implementation, and associated policy enabling conditions, are transferable and widely applicable across the EU by June 2017
5. EFFECTIVE PROJECT MANAGEMENT: By June 2017, the project has been technically and financially managed within the timeframe of the project; a thorough monitoring and evaluation strategy has been implemented, and stakeholders have committed to a shared strategy to ensure the project’s future sustainability.

The project management objective (5) will not need to be explicitly considered as part of the evaluation.

The delivery of 32 interlinked WaterLIFE Actions across these five objectives is proposed to deliver a suite of eight, output-driven, Project-level Expected Results.

Beyond WWF-UK’s Co-ordinating Beneficiary role, and the Associated Beneficiary roles of RT and WRT, WaterLIFE has several other major stakeholders and delivery partners:

- On the ground delivery work is focused on five Demonstration Catchments. The first three named below, operational since May 2015 under two-year contracts, are referred to as the Civil Society Catchments (linked to Objective 3) and the final two, appointed in early 2016, as Water Stewardship Catchments (linked to Objective 2):
 - Severn Rivers Trust lead work in the Camlad catchment on the England/Wales border.
 - Trent Rivers Trust lead work in the Soar catchment in Leicestershire.
 - Westcountry Rivers Trust lead work in the Tamar catchment in Devon/Cornwall.
 - Norfolk Rivers Trust lead work in the Broadland catchment in Norfolk/north Suffolk.

- The Rivers Trust lead work in the Cam Ely and Ouse (CamEO) catchment on the western edge of The Fens.
- The Government, through Defra and the Environment Agency, are the main players in WaterLIFE's work on policy enabling conditions.
- Coca-Cola (through the Foundation and European Partners) is supporting the delivery of the two Water Stewardship Demonstration Catchments.
- The Catchment-Based Approach (CaBA), co-ordinated by The Rivers Trust, is the lead mechanism for civil society engagement with RBMPs.
- The WWF EPO (European Policy Office) has an important role to play in enabling and facilitating the European Knowledge Exchange activities, particularly with respect to the engagement with WWF National Offices.

The WaterLIFE EU contract, along with many other key documents, will be made available to the successful Evaluator at the earliest opportunity.

3. EVALUATION PURPOSE, OBJECTIVES, AUDIENCES AND FOCUS

The WaterLIFE EU contract states that "*[mid-term and] final evaluations will ... assess the impact the project is having in relation to the impact indicators articulated in the monitoring framework. Evaluations provide a formal feedback mechanism which can give further opportunities for learning, ...*"

3.1 Purpose

The overall purpose of the Final Evaluation (FE) is to generate robust evidence of the (current and likely future) impacts of the WaterLIFE project and what lessons can be learnt for future delivery of UK freshwater work involving the Beneficiaries.

The FE Report will be a stand-alone document to be provided to the EC as part of the final reporting procedures for WaterLIFE, but also needs to provide elements of content for the WaterLIFE Final Report to the EC (see Section 3.3, Audiences).

3.2 Objectives

WWF project/programme evaluation guidelines focus on six core criteria:

- | | |
|-----------------------------------|---------------------|
| • Relevance and Quality of Design | • Efficiency |
| • Effectiveness | • Impact |
| • Sustainability | • Adaptive Capacity |

An internal WWF-led Mid-Term Evaluation of WaterLIFE was completed in March 2016 and will be made available to the successful Evaluator. Its primary focus was on the relevance and quality of project design, and the efficiency and effectiveness of delivery in the first half of WaterLIFE.

Consequently, the Final Evaluation will focus on the second half of the core criteria: impact, sustainability and adaptive capacity. The objectives of the Final Evaluation, specifically focused on WaterLIFE, are hence:

1. To explore and assess the impact of WaterLIFE delivery in respect of the six main areas of project focus (see Section 3.4).
2. To explore and assess the sustainability of the areas of project focus after the conclusion of WaterLIFE and the appropriateness of the WaterLIFE legacy arrangements.
3. To assess any areas of added value (over and above direct financial support) achieved by project delivery in the five demonstration catchments.

Additionally, we want the Final Evaluation to identify and set out any areas of adaptation needed to future work by the Beneficiaries, particularly in the light of the possible impacts of Brexit on the UK delivery of the WFD.

3.3 *Audiences*

The primary audiences for the FE are WWF-UK, The Rivers Trust and Westcountry Rivers Trust, i.e. the WaterLIFE Beneficiaries. Additionally, the European Commission, as the primary funder of WaterLIFE, is also a key audience. In particular, the Final Evaluation Report needs to be written in such a way by the Successful Evaluator that the main findings can be readily integrated into the evaluative sections of the WaterLIFE Final Report to the EC.¹

Any appropriate secondary audiences, such as Defra and the Environment Agency (EA), will be identified during the development of the contractual Terms of Reference with the successful Evaluator.

3.4 *Potential Areas of Focus*

Notwithstanding the proposed approach to be provided by Evaluators in response to this Call for Tenders, we consider the Evaluation could consider the following main areas (with links to the WaterLIFE objectives given in brackets):

- The impact on supporting and developing the Catchment Based Approach (Objs 1 & 3).
- The impact of the catchment partnership work in the demonstration catchments and its upscaling regionally and nationally (Objs 1, 2, and 3)
- The impact on water abstraction policy (Obj 1)
- The impact of the engagement and delivery work with water companies (Obj 1)
- The impact on the UK delivery of the WFD and the River Basin Management Plans (Objs 1, 2 & 3)
- The impact on water stewardship innovation and engaging business in the water environment (Objs 1 & 2).

4. Evaluation Approach, Outline Methodology and Deliverables

4.1 *Approach*

We expect the evaluation to be participatory in nature; with the Successful Evaluator meeting and interviewing relevant delivery organisations and stakeholders. We hence expect the Evaluator to employ participatory research and facilitation tools for data collection and analysis, in order to guarantee ownership of the findings by the primary (and potential secondary) audiences, alongside other key stakeholders.

4.2 *Outline Methodology*

We could expect the final Terms of Reference to include:

- A desk study review of relevant WaterLIFE documentation plus any other appropriate information.
- Face-to-face or telephone semi-structured interviews with project stakeholders (we already think this is likely to involve Defra, Environment Agency, selected water companies, Ofwat, the European Commission, Coca-Cola / other businesses, and various CaBA groups).
- Possibly a visit to (at least) one of the five demonstration catchments (which could involve attending an already agreed EC Project Monitor visit in early April to the Soar in

¹ This is Sections 5.3 and 5.4 of the EC Final Report template. Sect 5.3 is headed "Evaluation of Project Implementation". Sect 5.4 is headed "Analysis of long-term benefits" and covers six areas: environmental benefits; long-term benefits and sustainability; replicability, demonstration, transferability, co-operation; best practice lessons; innovation and demonstration value; long-term indicators of project success.

- Leicestershire).
- Possibly a workshop(s) with WaterLIFE Beneficiaries and delivery organisations staff, focussing on certain specific areas of delivery.
- Potentially a wider online evaluation questionnaire.

4.3 Evaluation Deliverables

An Evaluation Report is to be produced at the end of the consultancy, containing an analysis of the evidence found during the Evaluation related to the finalised objectives and delivery methodology agreed in the Terms of Reference, and with key findings and outcomes.

The full Report shall be no more than 30pp, excluding annexes, with a maximum three page Executive Summary. Ideally, it should follow the Proposed Template/Outline for Final Evaluation Reports contained within the WWF evaluation guidance.² It should be completed by the second week of May 2017.

5. Application Process and Appointment

5.1 Submission Process

Evaluators (individuals or teams) who would like to tender for this consultancy are asked to submit, by 5pm, Wednesday 18th January 2017, documents that outline their suitability for this work, including:

- summary CVs
- an outline of their proposed approach and outline methodology
- a time table for milestones and deliverables
- a proposed budget.

The submission should be made to the WaterLIFE Project Manager (contact details in Section 6).

5.2 Selection Process

Once submissions are received on 18th January, a review and shortlisting process will be undertaken. The shortlisted candidates will be interviewed, by telephone. From this, the selected candidate will be invited to develop a detailed evaluation proposal in consultation with the WaterLIFE Project Manager and others. Based on this proposal, the Terms of Reference will be agreed and a contract signed. The target date for completion of this process is Wednesday 1st February.

5.3 Selection Criteria

The basic criteria for the selection of the consultant are:

- Experience and detailed knowledge of data collection, monitoring and evaluation techniques.
- A robust and thorough proposed approach / outline methodology that addresses the criteria set out in this Call for Tenders.
- Workshop and interviewing skills.
- Ability to deliver within our total budget of £13,000, to include expenses and VAT, if applicable.
- Technical skills and experience related to the UK water sector / policy (*desirable*).
- Knowledge and understanding of EU LIFE+ funding and evaluations (*desirable*).

² WWF EVALUATION GUIDELINES, An Annex to the WWF Standards of Conservation Project and Programme Management, August 2012

6. Logistical Support

The WaterLIFE Final Evaluation is commissioned by Simon Aguss, WWF-UK WaterLIFE Project Manager, who will be the main point of contact for the Evaluator. He will provide all necessary information and documentation, respond to Evaluator requests, act as the link to the other WWF WaterLIFE staff and the Associated Beneficiaries, and help facilitate the organisation of any agreed workshop(s) and interviews. Contact details are:

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Support and guidance to the Final Evaluation will be additionally provided by at least the following:

- Rob Collins, The Rivers Trust (WaterLIFE Steering Group)
- Nick Paling, Westcountry Rivers Trust (WaterLIFE Steering Group)
- Rose O'Neill, WWF-UK (Water Policy Manager)
- Clare Crawford, WWF-UK (Head of Design and Impact)