



Programme End-Term (Final) Evaluation

TERMS OF REFERENCE

EVOLVING CBNRM IN KENYA

Programme Name: *Evolving CBNRM in Kenya*

Programme Period: July 2010 – December 2016

Evaluation period: July 2010-September 2016

1. BACKGROUND INFORMATION

WWF- the global conservation organization's mission is to stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature through implementation of programs and programmes globally. The organisation has been implementing conservation programmes in Kenya for over 50 years.

Kenya is rich in biodiversity which is a key driver of national and local development agenda and if well utilized can contribute significantly to human development and poverty reduction. Progressively, the Kenyan constitution 2010 and respective sectorial laws governing water resources, forests, fisheries and wildlife among others recognises community participation in the management of natural resources, and access and equitable sharing of benefits from natural resources.

The *Evolving CBNRM in Kenya* programme (2010-2016) endeavours to incorporate CBNRM principles in conservation and ensure the local people are equitably benefiting from their conservation work. It also promotes social development in line with supporting and implementing Social Development for Conservation (SD4C) activities / actions within WWF Kenya.

The *Evolving CBNRM in Kenya* programme is being implemented during a period in which various laws and policies concerning are being reviewed and aligned with the constitution of Kenya 2010, creating an opportunity to ensure they adhere to the CBNRM principles. The programme has worked with other stakeholders to influence entrenchment of CBNRM principles in these laws in an effort to create a favourable environment for integration of CBNRM in natural resource management agenda in the country at both levels of governance (National and County). So far, in the revision of policies of the major natural resources

sectors namely; wildlife, forestry, fisheries and water and also formulation community land law, there is the provision to include communities as key pillars in management. With the exception of the Wildlife Conservation and Management Act 2013, the rest of the policies and pieces of legislation are still at various levels of debate either at the national assembly or senate.

It is essential to consolidate the gains made on CBNRM, such as those exemplified in the Wildlife Act 2013, and to highlight, collate, disseminate and progressively monitor their implementation, through the CSO forums including County Natural Resources for a, and to gather evidence on how the articles provided for, support conservation and social development. For the on-going processes and subsidiary legislations it is important to ensure that CBNRM is captured in the other pieces of legislation both at county and national level.

In 2010 the leadership of WWF in Africa committed to improve its work on ‘poverty’ for conservation. In line with the Social Development for Conservation (SD4C) team, this programme also has endeavoured to make inroads in making economic value visible in conservation work.

Through a strategic planning process, WWF Kenya identified CBNRM as a strategy to be employed to achieve its WWF Kenya’s strategic objective 4: **By 2020, key freshwater, marine and forest ecosystems are secured and populations of flagship and priority wildlife species in target places are stable and/or increasing.**

During the implementation period, the programme has worked with different stakeholders including government agencies such as Kenya Forests Service, Kenya Wildlife Service, Water Resources Management Authority and State Department of Fisheries among others; and other non state actors such as Kenya Wildlife Conservancies Association, Maasai Mara Wildlife Conservancies Association, WRUAs, CFAs, Kenya Land Alliance and others to advance the approach. In addition, the programme has provided support to other WWF Kenya programmes to effectively engage local stakeholders and community institutions to promote CBNRM approaches in the different regions within WWF Kenya priority areas.

Goal and objectives of the programme under review

CBNRM programme in Kenya begun in the year 2010 with the initiation of the first phase running through to year 2012. During this period, the major focus was integration of CBNRM in the Wildlife sector and the focus was therefore to influence the decisions during the wildlife policy and legislation review process. A situation analysis was also carried out and it was revealed that CBNRM approach can be applied in other sectors of natural resources. It is through this that the second phase was designed and the following goal and objectives set;

Goal: By 2016, CBNRM will have become a key approach in delivering conservation programmes in Kenya, and with the experience, inform other actors nationally and in the region.

Specific programme objectives

1. By 2016, WWF-KCO has mainstreamed CBNRM and social development approaches in its conservation strategy
2. By 2016, capacity of local communities and stakeholders (governance and technical) to engage in the development and management of at least two natural resource sectors are developed and enhanced in at least six counties (Narok, Lamu, Nakuru, Kwale and Nyandarua).
3. By 2016 ,CBNRM principles are integrated in at least 4 Integrated County Development Plans
4. By 2016 WWF KCO and partners /communities have contributed to at least three NRM bills and subsidiary legislations formulation and review and WWF-KCO has produced a popular version of collated gains made in passed legislations for dissemination

To achieve this goal, the six and a half year programme had secured a total budget of 7,228,070.25 NoKs, distributed as follows;

Year	Amount (NoKs)
2010	500,017
2011	561,005
2012	635,000
2013	500,686.36
2014	1,833,724
2015	1,697,637.42
2016	1,500,000.47

WWF Kenya is therefore seeking the services of an external consultant to conduct an End-Term-Evaluation as the five year programme draws to a close.

2. PURPOSE AND OBJECTIVE OF EVALUATION

The overall aims of this final evaluation are to:

- provide WWF and programme stakeholders with an independent assessment of the performance of the programme towards achieving purpose stated in the Logical Framework Analysis (LFA)
- assess how this has contributed to the overall programme goal of ensuring CBNRM becomes a key approach in delivering conservation goals in Kenya,
- inform other actors nationally and in the region of its experiences;
- identify the impact of the programme and ways that this may be sustained; and
- Provide recommendations for ongoing work in CBNRM implementation and mainstreaming in WWF Kenya

The related objectives of the final evaluation also include:

- i. To assess that funds have been used effectively and efficiently to deliver results;

- ii. To draw recommendations to improve future programme design and management;
- iii. To document and share lessons to influence relevant CBNRM practices and supporting policies;
- iv. To account to local stakeholders for the programme's achievements;
- v. To enable WWF Kenya to determine the performance of the programme as a whole, in regard to ensuring increased accountability and responsiveness of the overall portfolio

3. SCOPE AND FOCUS

The programme's activities are implemented in WWF Kenya's priority areas which are African Rift Lakes Region (ARL) and Coastal Kenya region. The focus is on ensuring that CBNRM approaches are mainstreamed in conservation work and livelihoods of the target communities are improving as a result. In addition the programme is working with Civil Society Organisations to influence policy decisions favourable for CBNRM work in Kenya both at the National and County levels, and also facilitated trainings for CBNRM practitioners across different thematic areas in natural resource sector.

The Programme End Term Evaluation is expected to address the following issues at a minimum:

A. Relevance and Quality of Programme Design

Assess the relevance of programme objectives to the national development objectives and priorities, WWF areas of interest and the needs of beneficiaries. Hence recommend means of incorporating those priorities in future programme endeavours.

- a) Were the goal and objectives of the programme relevant, i.e. to what extent has the programme responded to priority conservation, socio-economic and other identified issues of concern? If not, what has changed from when the programme was designed and why?
- b) What is the value of the programme intervention in relation to WWF's Global Conservation Programme and to regional and national conservation priorities, policies and strategies etc.?
- c) Given the programme goal and purpose, have the implementation strategies been appropriate, i.e. is the LFA logical and complete?
- d) Has the programme monitoring system, including design of indicators, been appropriate?
- e) Have the assumptions and estimation of risks been complete and realistic?
- f) Does the programme have buy-in and support from all stakeholder levels, i.e. has it met stakeholder expectations?
- g) Is the programme aligned with other donor or government programmes and programmes in the targeted areas and in the various natural resource sectors?

B. Effectiveness (Achievement of purpose)

Assess the extent to which the outputs delivered translated or bound to translate into outcomes and impacts. This will include interrogation of strategies and approaches used and how good they were in delivering the results or achieving the objectives. The assessment should capture conservation as well as impacts social-economic impacts.

C. Efficiency of Planning and Implementation (Sound Management)

Have funds, capacity, time and other resources been efficiently utilised to achieve the programme objectives and outputs, i.e. has the programme provided value for money and effort?

D. Impact

Assessment of any real change, whether positive, negative, primary or secondary, long-term or short-term, intended or unintended and produced directly or indirectly as a result of programme interventions.

E. Assessment of path to sustainability, replicability and magnification potential of the programme

Sustainability- the evaluation is intended to assess if the programme as a clear strategy for ensuring continuity of the results after the life of the project and whether there is conducive social, legal and political environment for this to happen.

Replicability- an evaluation of whether other stakeholders have adopted, adopted and replicated programme activities beyond the immediate programme area.

- a) Is there evidence of organisations/partners/communities that have copied, up-scaled or replicated programme activities beyond the immediate programme area, and is such replication or magnification likely to continue after the end of the programme?
- b) Are other stakeholders using or contributing to any plans or otherwise developed jointly

F. Lessons learned

What lessons and experiences have resulted from the programme and how are they disseminated/shared?

G. Adaptive Management

Did the project promote flexible decision making processes in changing environment?

H. Conclusions and overall assessment

Linked to the findings under the above sections, overall conclusions should be drawn and listed in terms of importance. Based on the conclusions, an overall assessment of the programme in terms of general performance and achievements and contributions to national, regional and global (WWF) conservation goals and socio-economic contributions should be made, providing explanations and justifications for any deviations from the LFA and any shortcomings or failures to perform.

I. Recommendations

The evaluation is expected to make clear and detailed recommendations in terms of the way forward as well as ways of improving performance for similar programmes in future.

4. METHODOLOGY

The design of this evaluation is projected to employ a mix of quantitative and qualitative methods including but not limited to;

1. Desk review of relevant programme documents, literature and secondary data
2. Focus Group Discussion and Key Informant Interviews with programme execution teams and key stakeholders

It is expected that the consultant will, after review of the TORs in this assignment, formulate the best methodological approach which will be discussed and agreed on with WWF Kenya before execution.

5. PROCESS AND DELIVERABLES

The consultant shall provide WWF with the following documents:

- a. An inception report clearly detailing proposed approach, methodology and data collection tools to be used in executing this evaluation. This is to be presented to WWF Kenya and approved before the assignment begins.
- b. A PowerPoint presenting the methodology used for the evaluation and initial findings (not to exceed 10 slides). This will be presented in a stakeholders' workshop to be organised by WWF Kenya.
- c. All the raw data collected
- d. A digital copy in MS word format using Arial font 11 (Not in Acrobat) of a draft final evaluation report (main text excluding summary and annexe not to exceed 25 pages) as per the template provided by WWF Office;
- e. A digital copy in MS word format using Arial font 11 (Not in Acrobat) of a final evaluation report (main text excluding summary and annexe not to exceed 25 pages) as per the report template provided by WWF Office.

6. REQUIREMENTS OF THE EVALUATOR

Education:

- A Minimum of a Master's degree in one of the following fields: natural resource management, community development, project planning and management, social sciences or any other relevant field
- Knowledge of WWF work in Kenya and the region will be an added advantage

Experience:

- Minimum of 5 years of working experience in conducting evaluations and with extensive experience in CBNRM related programmes.
- Ability to: Express clearly and concisely ideas and concepts in writing and orally, Research, analyse, evaluate and synthesize information, Conceptualize, plan and execute ideas,
- Computer literate (Microsoft: Word, Excel, Access, PowerPoint)
- Work well under pressure and manage conflicting priorities;
- Excellent social, communication skills and interpersonal skills;
- Good knowledge of the geographical areas

7. IMPLEMENTATION ARRANGEMENTS

The consultant should work towards timely submission of the final evaluation report. The consultant will be contracted by WWF Kenya in consultation with WWF Norway. WWF Kenya shall arrange for the consultant, all necessary site visits and meetings in the programme sites according to the TOR. WWF will also arrange logistics for the mission including hotel reservation and transportation during the mission.

8. TIME FRAME/DURATION

The final evaluation review will be carried out through a period of 40 days in the month of July and August 2016.

The total duration will be 20 (twenty) working days with the following breakdown:

- 1 working day writing the inception report
- 3 working days for reading relevant documents upon receipt from WWF;
- 10 working days on the field (field trips included);
- 5 working days at home base for finalizing the report and receiving comments from WWF.
- 1 day presentation to stakeholders in a validation workshop

9. WWF KENYA RESPONSIBILITY

WWF will be responsible for carrying out all the logistical arrangements to facilitate the consultant to carry out this assignment including

- Availing all the project documents and materials to facilitate desk review
- Arranging for field visits and meetings
- Organizing workshops with relevant stakeholders
- Providing field transport and accommodation

10. MODE OF APPLICATION

Interested candidates should send their applications including;

1. Technical proposal clearly articulating the consultant's understanding of the TORs and proposed approach to undertaking this evaluation
2. Comprehensive financial proposal clearly indicating all the costs associated with the proposed approach and fees
3. Clear work plan indicating milestones within the stipulated timeline

The applications should be sent to the CBNRM programme coordinator, on pmuigai@wwfkenya.org and the procurement officer on kenya.procurement@wwfkenya.org so as to reach them on or before 10th June 2016.