



TERMS OF REFERENCE (ToR) MID-TERM REVIEW OF KENYA CBNRM PROGRAMME

1. BACKGROUND

1.1. WWF-Kenya

WWF is a global conservation organisation whose mission is to stop degradation of the planet and ensure that human beings live in harmony with nature. WWF-Kenya is a member of WWF network and has been in existence in Kenya since 1962. The initial focus in Kenya was wildlife conservation but with time, this has expanded to include conservation of fresh water resources, forest, and marine resources in addition to addressing climate change and energy issues in the country. Furthermore, WWF-Kenya is working towards creating an enabling policy environment for effective governance in natural resource sector through influencing policies and legal frameworks in collaboration with partners.

WWF-Kenya's vision is "*a healthy natural environment supporting people and growth in Kenya*". This vision is in line with Kenya's development priorities as expressed in Kenya's Vision 2030 and other important national frameworks for development. It is also consistent with the global development agenda- the Sustainable Development Goals. The Vision underlines the inextricable linkages between a healthy natural environment and human development in Kenya.

WWF-Kenya is seeking for the services of an external consultant to conduct a mid-term evaluation for their Community Based Natural Resource Management (CBNRM) Programme.

1.2. Programme under review

Community Based Natural Resource Management is an approach whereby conservation is promoted through sustainable use of natural resources, local communities are enabled to enjoy the benefits to meet their development and social needs, and democracy and good governance for the local institutions is promoted. In line with this, WWF-Kenya has been implementing a phased CBNRM approach since year 2010. While the first 3 year phase which ran from 2010-2012 was mainly focused in promoting CBNRM in wildlife sector through influencing policy, the second 4 year phase (2013-2016) was designed to ensure that the approach is mainstreamed in all conservation programmes within WWF-K in addition to influencing policies in various sectors so that they can be favorable for CBNRM. The third and current phase runs from year 2017 to end of year 2020. It is now in its second year of implementation.

Project's Goal; By 2020, CBNRM approach in Kenya is supported by enabling policies, strategies and plans and contributing to sustainable management of natural resources and better livelihoods for the local communities particularly in WWF-Kenya's priority area (Africa Rift Lakes region - Mau Mara).

Expected outcomes

- **Outcome 1:** Government of Kenya and stakeholders have adopted a harmonized approach to community based management of natural resources
- **Outcome 2:** Kenya Ministry of Environment and Natural Resources and Narok County Government integrate CBNRM principles in natural resource management policies and practice



- **Outcome 3:** County and national CSOs hold government accountable for, and promote, good governance in natural resource management in Mau-Mara Landscape

The programme is working with the following partners: Ministry of Environment and Forestry, Kenya Wildlife Conservancies Association –(KWCA), National Alliance for Community Forests Associations (NACOFA), Kenya Forests Working Group (KFWG), Maasai Mara Wildlife Conservancies Association (MMWCA) and Narok County Natural Resources Network (NCNRM). The focus of the programme is to positively influence decisions related to CBNRM at both national and County Level (Narok).

2. PURPOSE AND OBJECTIVE

A review is required at mid-term of the CBNRM project period 2017-2020 as per WWF reporting requirements for NORAD funded projects. The main objective of the mid-term review is to provide WWF and stakeholders with an independent assessment of the project efficiency and progress towards the set targets in the Result Framework (RF) in order to improve its performance. The specific objectives of the mid-term review also include:

- assess that funds have been used effectively and efficiently to deliver outputs and results;
- draw key lessons learned and recommend strategies to improve performance;
- assess and recommend ways to promote stakeholder ownership and participation;
- assess and recommend ways to promote continuous learning and quality control;
- enhance WWF's credibility and transparency.

3. SCOPE AND FOCUS

The mid-term review will include aspects such as appropriateness and relevance of design, compliance with the work and financial plan with budget allocation, timeliness of disbursements, procurement and coordination among project team members and respective head office support. Any issue or factor that has impeded or accelerated the implementation of the project or any of its components, including actions taken and resolutions made should be highlighted. It will also assess the project performance in terms of progress towards achievement of results and factors affecting successful implementation and achievement of results.

To achieve the above objective, the mid-term review is to address the following:

- Assess the relevance of project objectives to the national development objectives and priorities, WWF areas of interest and the needs of beneficiaries, and recommend means of incorporating those priorities;
- Review of the project concept and design with respect to the clarity of the addressed problems by the project and soundness of the approaches adopted by the project to solve these problems;
- Study and assess the progress of the project in terms of qualitative and quantitative achievement of the objectives and indicators agreed to at the time of project initiation, Results Framework and work plan;
- Assessment of the performance of the project in terms of timeliness, quality, quantity and cost effectiveness of the activities undertaken including project procurement: both experts and equipment, training programs, etc;
- Review of the Results Framework and the indicators to assess their appropriateness for monitoring the project performance and to what extent they are being used by the project management;
- Analyze and evaluate reasons for success and / or failure, in project activities and its implementation;



- Review the relationship of various stakeholders and partners who are critical for the success of the project and for sustaining the changes the project endeavours to bring;
- Assess the prospects of the sustainability of the project outcomes and benefits and recommend measures for its further improvement;
- Analyze the lessons learnt from the implementation of the project;
- Recommend strategies needed in order to further strengthen the efficiency, effectiveness, management and sustainability of the project.

4. METHODOLOGY AND PROCESS

The methodology used will compare actual progress against targets and will be based on the findings and factual statements identified from review of relevant documents i.e. project proposal, Result Framework (RF), Annual Workplan (AWP), Key Performance Indicators (KPI), semi-annual and annual Technical Progress Reports (TPR), quarterly and annual Financial Reports (FR) and other documents and reports reviewed and produced by the project. The review will also be based on a site visit and interviews and discussions with key stakeholders. Participation of stakeholders in the review should be maintained at all the times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

5. OUTPUTS AND DELIVERABLES

The consultant shall provide WWF-Kenya, WWF-Norway project Advisor and/or other project partners 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 organized 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 mid-term review (main text excluding summary and annexe not to exceed 25 pages) as per the report template provided by WWF Office;
- e. A digital copy in MS word format using Arial font 11 (Not in Acrobat) of a Final mid-term review (main text excluding summary and annexe not to exceed 25 pages) as per the report template provided by WWF Office.

6. REQUIREMENTS OF THE REVIEWER

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.
- Proficient in project design, monitoring and evaluation



- Ability to; Express clearly and concisely ideas and concepts in writing and orally, Research, analyze, 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 mid-term review 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 project sites according to the TOR. It shall also arrange logistics for the mission including hotel reservation and transportation during the mission.

8. TIME FRAME/DURATION

The mid-term evaluation review will be carried out through a period of 30 days in the month of August and September 2018.

The total duration will be 18 (eighteen) working days with the following breakdown:

- 1 working day writing the inception report
- 2 working days for reading relevant documents upon receipt from WWF;
- 6 working days on the field (Meeting with project partners and beneficiaries);
- 8 working days at home base for finalizing the report and receiving comments from WWF.
- 1 day presentation to stakeholders in a validation workshop

9. MODE OF APPLICATION

Interested candidates should send their application including;

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

The applications should be sent to the **procurement officer on kenya.procurement@wwfkenya.org so as to reach him/her on or before 16th July 2018**