



Terms of Reference

Consultancy to conduct End of the Project Evaluation for the Deepening CBNRM in Zambia Project

March 2018

1.0 Introduction

Panos Institute Southern Africa (PSAf) is a regional evidence-based advocacy organization that works to ensure that information is effectively used to foster development in the Southern Africa region. It empowers the poor and marginalized with opportunities and platforms to amplify their voices and drive their own development agenda. This is achieved through use of innovative communication platforms that includes media.

From May 2016, PSAf has been implementing a project to strengthen community-based natural resources management (CBNRM) in Zambia. The project called Deepening CBNRM in Zambia was a two-year intervention funded by the Ministry of Foreign Affairs of Finland through the Civil Society Environmental Fund, Phase 2 (CSEF2). The project aimed at contributing to environmental sustainability in Zambia by addressing the challenge of low community participation in environment and natural resources management (ENRM). It focused on addressing the problems of deforestation and land degradation in Katete and Petauke districts (Ecological Region II), and fish depletion and land degradation in Kazungula and Sinazongwe districts (Ecological Region I) through active involvement of the marginalized communities who heavily depend on natural resources for livelihoods.

1.1 Project Purpose

The purpose was to enhance community engagement and involvement in Sustainable Environment and Natural Resources Management interventions in Zambia.

1.2 Strategic Objectives

The following were the project's objectives:

- a) To strengthen or establish mechanisms for effective community engagement and involvement in ENRM;
- b) To build capacity of community members in sustainable ENRM principles, practices, benefits and strengthen their role of community members in CBNRM;
- c) To facilitate community action in identified ENRM activities relevant to the respective target districts;
- d) To facilitate legal and policy advocacy for favourable environment and compliance with provisions.

2.0 Description of the Assignment

The evaluation will be conducted to establish the project's achievements over its life span against its performance and results indicators as set in the project document and actual implementation on the ground.

Based on a methodology designed specific to the purpose, the consultant will be collected data from both primary and secondary sources. Primary data will be gathered through field interaction with the beneficiary communities, key stakeholders and the environment in the project sites using purposely designed tools. It will also be obtained from project documents. On the other hand, secondary data will be obtained from desktop-based means such as internet and existing hard copy documents that are necessary to reinforce primary data. These sets of data will then be captured and analysed, as well as validated.

The analysed data will then be used to produce an Evaluation Report based on the report outline provided in these ToRs. Among other aspects, the report will present findings of the evaluation, conclusions and recommendations for similar future interventions.

PSAf will support the consultant to effectively undertake the entire assignment, including provision of the necessary and agreed upon logistical requirements. The consultant will undertake the assignment within the specified period.

2.1 Objectives of the Evaluation

The purpose of the evaluation is to assess the project's results against planned targets at various levels of its design.

Specifically, the evaluation will respond to the following objectives:

- a) To assess the degree to which the project achieved its goal, purpose and objectives.
- b) To examine the expected outcomes and impact of the project
- c) To document key lessons.
- d) To draw conclusions and provide recommendations that will be valuable to design and implementation of similar future interventions

3.0 Scope and Focus of the Evaluation

The evaluation will assess the project based on the following evaluation criteria.

3.1. Relevance

- a. Assess the degree to which the project has contributed to environmental sustainability in the country.
- b. Analyse the relevance of the project's approaches to addressing the core problem of limited community involvement in ENRM.
- c. Assess the relevance of the strategies and tools applied by the project to national ENRM responses.
- d. Assess the relevance of the support provided to the community groups by the project.

3.2. Effectiveness

- a. Assess the effectiveness of the project in achieving the planned desired and results as defined in the project documents such as work-plans and project baseline.
- b. Determine the effectiveness of the strategies and tools used in the implementation of the project.
- c. Assess the cost effectiveness of the project.

3.3. Efficiency

- a. Assess the efficiency of project management and other inputs (such as equipment, monitoring and budgetary) in relation to achievement of outputs and targets.
- b. Identify and analyse factors and constraints which had a positive or negative bearing on project implementation.

3.4. Sustainability and Impact

- a. Assess the degree to which the project strategies and results would be sustainable beyond the project's lifecycle.
- b. Assess the impact of the project on the communities' ENRM based livelihoods and the environment.

3.5. Network /linkages

- a. Evaluate the degree to which the project complemented or supplemented existing ENRM responses.

3.6. Lessons learnt/ Conclusions

- a. Outline and describe significant lessons or conclusions which can be drawn from the project in terms of effectiveness, efficiency, sustainability and networking.
- b. Provide recommendations to inform similar future interventions.

4.0 Methodology for Evaluation:

The evaluation will employ both qualitative and quantitative methods and the process will involve the following among other steps:

4.1 Literature Review

The consultant will conduct literature review of all vital project documents that include proposal and reports, and others relevant to the project and the evaluation. The required project documents will be availed to the consultant.

4.2 Data Collection

Data collection will be conducted using various methods, and from key stakeholders that include the beneficiary communities, thematic experts that participated on the project and the project managers.

These data collection methods will include the following:

- a) Administered questionnaires,
- b) KII,
- c) FGDs
- d) Observations.

4.3 Data Analysis

Data analysis will be done using SPSS or any other tool that will provide a true reflection of the evaluation results of the evaluation.

5.0 Consultant's Mandate

The consultant undertakes to do the following in the course of executing this assignment:

- a. Develop the methodology for the evaluation
- b. Design and administer data collection tools.
- c. Analyse data.
- d. Compile evaluation report.

5.1. Deliverables

The following will be the key deliverables:

- a. An inception report detailing the methodology for evaluation, delivery schedule, budget, and sample tools.
- b. Draft evaluation report
- c. Final report based on the following outline:
 - Table of contents
 - Abbreviations/ Acronyms
 - Acknowledgements
 - Executive summary
 - Introduction
 - Evaluation methodology and Limitations
 - Key findings
 - Conclusion
 - Recommendations
 - Appendices (ToRs, questionnaires, lists of people interviewed, documents reviewed, CV, etc.)

6.0 Management and Coordination

The consultant will work closely with Project Manager at PSAf for purposes of providing clarifications, guidance or any relevant information/support.

7.0 Duration of assignment

The duration of the assignment is 3 weeks, including weekends and spread between 9 and 30 April 2018. The consultant shall be expected to conduct all planned actions within this time frame and shall be required to keep PSAf updated on progress on each of the key stages of the assignment.

8.0 Remuneration

PSAf will pay the consultant an agreed fee in three instalments as follows:

- a. First instalment - 30 percent of the total consultancy fees shall be paid upon signing of the consultancy agreement.
- b. Second instalment - 30 percent of the total consultancy fees shall be paid upon presentation and approval of the first draft report.
- c. Third and final payment - 40 percent of the total consultancy fees shall be paid after presentation and approval of the Final End Term Evaluation Report.

9.0 Required Qualifications

The Consultant should meet the following qualifications:

- a. Bachelors or higher in social sciences or project or programme management with substantial knowledge and experience in project evaluation.
- b. At least 3 years of experience in consultancy work, particularly implementing similar activities timely and reliably
- c. Proven experience in conducting similar undertakings
- d. Sound knowledge of environmental issues being addressed by the project.
- e. Excellent interpersonal communication and report writing skills.

10.0 Application and Selection Procedure

The application procedure will be as follows:

- The interested consultants will submit their Expression of Interest applications to the Project Manager at PSAf at applications@panos.org.zm. The application should be accompanied by a technical and financial proposal, detailing the applicant's understanding of the assignment, evaluation design, methodology, scope of work, work plan, time frame, deliverables and cost among other requirements; curriculum vitae and samples of previous work, preferably similar to this assignment.
- The Project Team and procurement committee at PSAf will assess the proposals submitted and award the assignment based on technical and financial suitability.
- After bid selection, the successful bidder will be informed of the outcome and a contract will be signed.

11.0 Objectively Verifiable Indicators

Below is a logical framework with concise indicators that the project sought to achieve over the duration of the Project. It contains only the impact and outcome level indicators.

The consultant will need to formulate specific questions, tools and methodologies required to capture the required data on the achievement of these indicators by the project.

Objective	Performance Indicators	Baseline/Current Situation	Target
Impact Level			
Increased adoption and application of sustainable environmental practices.	Increased livelihood diversification.	About 10% of target population have diversified livelihoods	50% of the target population using environmental sustainability practices
	Increased households practising conservation agriculture.	About 20% of households practicing conservation agriculture.	
	Increased number of fishers venturing into aquaculture to lessen pressure on the lakes and rivers.	About 2% of fishers currently engaged in aquaculture.	
Increased community engagement and involvement in ENRM.	<ul style="list-style-type: none"> % Increase in community-led action on ENRM 	About 5% of the target community are spearheading ENRM actions.	50% of target community participating in ENRM at community level.
	<ul style="list-style-type: none"> % increase in number of community members sitting in community institutions on ENRM 	About 3% community members sitting in community institutions on ENRM.	
Outcome Level			
Effective mechanisms for community engagement in ENRM developed, trained and functional.	<ul style="list-style-type: none"> Number of community members active in ENRM. 	Only 15% of the community members are active in ENRM.	50% of existing mechanisms are effective in addressing deforestation, fish depletion and land degradation.
	<ul style="list-style-type: none"> Number of effective and functional mechanisms for participation. 	About 2% of existing mechanisms for community participation are functional and effective.	

Capacity of community members in CBNRM principles, their role and modalities increased.	No. of people with demonstrated ability to take part in ENRM.	Less than 5% of people in the target communities understand CBNRM and participate in ENRM.	At least 50% of people in the target communities demonstrate deeper understanding of CBNRM and how they can be involved.
Increased community action on promoting sustainable ENRM.	No. of community action plans rolled out and making an impact in the identified areas of need.	About 1% of the target communities have action plans.	At least 50% of the target community members active in ENRM.
Favourable policy environment with clear implementation mechanisms for policy guidelines in place.	No. of policies formulated on CBNRM.	None of the existing ENRM policies are CBNRM specific policies.	At least 1 clear policy on CBNRM formulated and implemented
	No. of policies reviewed to take into account community participation.	No. of policies reviewed to take into account community participation in CBNRM.	At least 2 existing policies reviewed to take into account community participation.