# Terms of Reference for Midterm Evaluation

The Conserving Natural Capital and Enhancing Collaborative Management of Transboundary Resources in East Africa (CONNECT) Project

<table>
<thead>
<tr>
<th>Organisation</th>
<th>International Union for Conservation of Nature (IUCN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project</td>
<td>Conserving Natural Capital and Enhancing Collaborative Management of Transboundary Resources (CONNECT) Project</td>
</tr>
<tr>
<td>Position type</td>
<td>Short term consultancy</td>
</tr>
<tr>
<td>Study/assessment</td>
<td>Midterm Performance Evaluation</td>
</tr>
<tr>
<td>Duration</td>
<td>35 days</td>
</tr>
<tr>
<td>Reporting to</td>
<td>Sophie Kutegeka, Chief of Party, CONNECT</td>
</tr>
<tr>
<td>Working with</td>
<td>IUCN Nairobi, TRAFFIC Arusha, WWF Nairobi and East Africa Community Secretariat Arusha</td>
</tr>
<tr>
<td>Application deadline</td>
<td>30th April 2021</td>
</tr>
<tr>
<td>Consultancy contacts</td>
<td><a href="mailto:Sophie.Kutegeka@iucn.org">Sophie.Kutegeka@iucn.org</a></td>
</tr>
</tbody>
</table>
1. Background
The International Union for Conservation of Nature (IUCN), is the world’s oldest and largest global environmental organization that focuses on finding pragmatic solutions to our most pressing environment and development challenges. IUCN has three programme areas: (1) Valuing and conserving nature; (2) Effective and equitable governance of nature’s use and (3) Deploying nature-based solutions to global challenges in climate, food and development. IUCN’s mandate is achieved by supporting scientific research, managing field projects all over the world, and creating a platform for governments, NGOs, the UN and companies to work together to develop policy, laws and best practice. IUCN’s Eastern and Southern African Regional Office (ESARO) have thematic programmes with various projects and programmes in the region. One such programme is The Conservation Areas and Species programme (CAS) that draws on evidence-based and best practice approaches to enhance the conservation and management of biodiversity and ecosystems in Eastern and Southern Africa.

2. Project Description
The Conserving Natural Capital and Enhancing Collaborative Management of Transboundary Resources in East Africa (CONNECT) project falls under CAS programme. CONNECT is a 4-year project implemented by a consortium of partners focusing on some of the East African Countries namely Kenya, Uganda, Tanzania and Rwanda. IUCN Eastern and Southern Africa Regional Office (ESARO) is the lead implementing partner, working with TRAFFIC and WWF. The project is funded by the United States Agency for International Development (USAID) East Africa, and receives policy guidance from the East African Community (EAC) Secretariat.

The project, which commenced in May 2019, is part of a larger portfolio of projects funded by USAID to the East African Community under the Regional Development Objectives Grant Agreement (RDOAG) and USAID’s Regional Development Cooperation Strategy (RDCS). The goal of USAID Kenya and East Africa’s (USAID/KEA’s) Regional Development Cooperation Strategy (RDCS) is to enhance Africa-led sustainable economic growth and resilience.

The CONNECT project has a specific focus on supporting the EAC Secretariat in the implementation of the EAC’s Strategy to Combat Poaching, Illegal Trade and Trafficking of Wildlife and Wildlife referred to as the “EAC Anti-poaching Strategy”. Linked to the CONNECT project, the EAC Secretariat and Lake Victoria Basin Commission (LVBC) are implementing the Improving Collaborative Conservation and Management of Transboundary Natural Resources in
East African Community project, which is also funded by USAID. The project is supporting the East African Community in the implementation of its commitments to conserve wildlife and habitats in East Africa, in line with its Transboundary Ecosystem Management Bill of 2010 and Strategy to Combat Poaching, Illegal Trade and Trafficking of Wildlife and Wildlife Products of 2016.

3. CONNECT Project Objectives and Outcomes

Objective 1: Collaborative Management of Transboundary Natural Resources

Outcome 1: Strengthened regional policy dialogue, learning and decision making on management of transboundary natural resources.

The project activities under this component of the project are designed to help strengthen the leadership, technical capacities and the political will of the EAC to effectively engage in the development and implementation of biodiversity conservation policies, strategies and action plans.

- Activity 1.1: To strengthen cross-sectoral decision making for sustainable development of transboundary natural resources
- Activity 1.2: To provide technical Support to EAC Secretariat, Working Groups and Sub Committees

Outcome 2: Improved sustainable management of key transboundary landscapes.

The CONNECT project supports priority needs for conservation and management of transboundary natural resources through the sharing of best practices and providing expert advice to strengthen and coordinate the development and implementation of relevant EAC policies and strategies. The project is also working with EAC secretariat to develop a funding proposal to help support the implementation of the EAC Anti-poaching Strategy and other priority actions to strengthen the conservation and management of transboundary natural resources.

- Activity 1.2B Sharing lessons and building capacity of the establishment and management of transfrontier conservation areas building on best practices in the wider region (e.g. Greater Virunga Transboundary Collaboration, SADC Transfrontier Conservation Programme and Network).
- Activity 1.3 Resource mobilisation for the implementation of priority initiatives

Objective 2: Perceived Value of Wildlife Increased

Outcome 3: Increased awareness of the economic and intrinsic value of living wildlife.
The activity under this outcome is designed to contribute to Strategic Objectives 5 and 6 of the EAC Anti-poaching Strategy which recognizes the importance of raising awareness of the value of wildlife and wildlife habitats.

- Activity 2.1 increase political support for wildlife and natural ecosystems by undertaking "Wildlife in the economy" studies

**Objective 3: Poaching and trafficking reduced**

**Outcome 4: Reduced demand for illegal wildlife products.**

With regard to Outcome 4 on Demand Reduction, the focus of this project is on demand for wildlife products from local markets within the EAC region and does not aim for global market demand reduction

- Activity 3.1: Patterns of Use of Threatened Wildlife in East Africa, Phase II.
- Activity 3.2: Building capacity for stronger engagement of local communities in combating Illegal Wildlife Trade

**Outcome 5: Improved regional and bilateral collaboration on enforcement and prosecution.**

Under this objective, the project partners are proposing to implement a series of targeted interventions to strengthen responses to the wildlife poaching and trafficking challenges in the EAC region focusing on specific strategic objectives of the EAC Anti-poaching Strategy. Action activities.

- Activity 3.3: Organize a workshop to discuss the Role of women and youth in combating illegal wildlife trade
- Activity 3.3A: Develop a compilation of case studies of youth and women’s engagement in addressing wildlife crime in East Africa contributing to a broader evidence base for the role of women and youth in improving natural resource management surrounding protected areas.
- Activity 3.4: Development of an East-African TWIX (Trade in Wildlife Information eXchange)
- Activity 3.5: Establishing a Permanent Forum and Secretariat for wildlife prosecutors in East Africa on Wildlife Crime and Corruption
- Activity 3.6. Enhancing existing initiatives combating wildlife crime and corruption at ports through a data-driven analysis of typologies of seizures related to wildlife crime as they affect ports.

4. Objectives of the Midterm Performance Evaluation

The purpose of this midterm Performance Evaluation is to review the implementation of the project with a view to adaptively enhance project performance improvement, accountability and learning.

The evaluation will also extract lessons learned, diagnose and analyse issues including the influencing or hindering factors of the project progress towards achieving the goals. Based on the evidence, the review will formulate recommendations towards improving the project implementation and performance.

It is expected that the evaluation will compare targeted outputs/outcomes of the Project to actual outputs/outcomes and assess the actual results to determine their contribution to the attainment of the project objectives.

The Evaluation will use the OECD 1 Development Assistance Committee (DAC) international evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability. It will evaluate the efficiency of Project management, including the delivery of outputs and activities in terms of quality, quantity, timeliness and cost efficiency.

The specific elements to be reviewed include the following:

- Project design, its validity and strategic fit to assess whether project management structure, partnership and implementation arrangements are sufficient for the effective delivery of the project.
- Project implementation progress to establish achievement of expected outputs and Outcomes, in accordance with set targets. This includes the inputs, processes and the resulting outputs/outcomes.
- Sustainability: Assessing whether the institutional infrastructure in EAC (including government agencies and non-state actors) have ownership and capacity both technical and financial to continue supporting the interventions.
- Impact: To establish whether the activity outputs are contributing to the overall goal, Changes, both planned and unanticipated
- Learning: Drawing lessons from program implementation experiences and challenges

5. Users and Stakeholders of the Evaluation
The primary users of the review includes the management/leadership of IUCN including Eastern and Southern Africa Regional Office (ESARO), implementing partners (WWF and TRAFFIC), project component leads, Project Coordination Committee, IUCN Monitoring & Evaluation and Risk Management Unit and USAID. These are also the key stakeholders in the evaluation who will play a role in providing information, and evidence throughout the process.

6. Methodology
The evaluator will propose a methodology that will sufficiently address the issues and questions outlined in the ToR. The evaluator will address, the following aspects among others:

- **Literature review:** The consultant will review among others, Project document, Annual and quarterly reports, the results Matrix, baseline report on capacity of TWIX users and weekly bulletins to USAID.

- **Sampling procedure:** The consultant will design the most effective technique to sample from the project beneficiaries and implementing partners. Key respondents will include, Kenya Wildlife Service (KWS), Uganda Wildlife Authority, Rwanda Development Board, Tanzania National Park Authority, EAAP and the Ports, among others.

- **Field interviews:** The consultant is expected to use the most appropriate approaches to obtain data from all the collaborating partners.

- **Data analysis:** The evaluator will propose suitable methods for analysing both qualitative and quantitative data.

- **Reporting:** The evaluator will develop a draft report in line with the report structure that will have been agreed upon by the Client. The draft report will be reviewed before the generation of the final report.
Midterm Evaluation Matrix will be completed by the consultant and included in the inception report. The matrix should include key evaluation questions, evaluation sub-questions, indicators, sources of information and methodology. Indicative key evaluation questions are provided below. The consultants are expected to develop detailed subsidiary evaluation questions.

**Relevance**
- Is the project consistent with the needs, priorities, policies and strategies of EAC, partner states and USAID?
- Is the causal logic of the theory of change (including the indicators) still valid and realistic?

**Effectiveness**
- Is the CONNECT project achieving its objectives?
- How is the COVID-19 pandemic likely to affect the overall objective of the project?
- What specific project interventions or activities have effectively contributed to achieving these objectives?

**Efficiency**
- Can the cost of the interventions be justified by the results? (i.e. value for money)
- How well has the project utilized available resources to generate the project outputs?

**Sustainability**
- What measures have been taken to make the program sustainable?
- In what way is EAC secretariat, other structures and partner states and local institutions ensuring the sustainability of the interventions?

**Impact**
What are the effects of the project (intended or unintended, positive or negative, short term or long term) on;
- Improvement of Enforcement and prosecution
- Increased awareness of the economic and intrinsic value of living wildlife
- Strengthening Regional Policy framework for management of transboundary natural resources

**Lessons Learnt**
- What are the main lessons drawn from this project that have a generic application in implementation, management and design of similar projects?

7. **The Scope of the Mid Term Performance Evaluation**

The mid-term evaluation will cover all project activities undertaken from 1st May 2019 to May 31st 2021.
8. Evaluation deliverables
The consultant is expected to deliver the following outputs to be approved by IUCN at all relevant stages of the consultancy:

1) An inception report that details the evaluation matrix and methodology, draft instruments, data collection plan, data analysis plan among other elements;
2) Draft evaluation report;
3) A final report that will have addressed stakeholder review comments
4) Datasets and supporting documentation such as code books, data dictionaries statistical codes and syntaxes

The consultant will also be guided by Criteria to Ensure the Quality of the Evaluation Report

9. Duration of the assignment
The assignment is expected to take 35 days. IUCN will provide administrative and logistical support required to carry out the exercise.

10. Proposed qualifications and profile of the review team
The suitable team/consortium of consultants should have a mix of expertise in social sciences, natural resource management and monitoring and evaluation. Key considerations include the following:

● An advanced degree in social sciences or natural resource management, from recognized university,
● Over ten years’ working experience in natural resource management in the East Africa region
● Substantial (Over 10 years) experience executing similar tasks and assignments,
● Strong qualitative data analysis skills and sound experience in rigorously testing projects/Programmes Theory of Change,
● Proven experience in monitoring and evaluation of projects and programmes (Baseline, midterm and End term evaluation),
● Should be able to interact and communicate with all parties involved in the review.
● Have good skills in synthesizing technical documents and writing quality technical and policy oriented reports.
● Proven communication and presentation skills.
● Demonstrated high level of professionalism and ability to work independently in high
pressure situations under tight deadlines,

- High proficiency in English language both written and spoken

11. Conflict of interest
The evaluation team members should provide a written disclosure of conflicts of interest (COI), as part of the proposal.

12. Submission of proposal
Interested candidates should email their technical and financial proposals (quote in US Dollars), a sample of previous similar work, along with detailed CVs of their teams members not later than 5.00 p.m. EAT, 30th April 2021 to;

Sophie Kutegeka - Mbabazi
Chief of Party
CONNECT Project
Email: Sophie.Kutegeka@iucn.org and copy info.esaro@iucn.org