

Final Evaluation for the Land for Life project

TERMS OF REFERENCE

November 2024

Project/Programme Name(s)	Land for Life
Project/Programme Location(s)	Transboundary project area in southern Kenya and northern Tanzania (Natron-Magadi-Loita)
Names of Project/Programme Executants (WWF Office, name of project/programme manager)	WWF Kenya WWF Tanzania WWF UK
Project/Programme Duration (from start year)	April 2021 – March 2025, covering 10 initial months funded by WWF-UK and 3 years funded by FCDO and WWF-UK
Period to Be Evaluated	April 2021-March 2025
Project/Programme Budget Sources and Amounts (for period to be evaluated)	Total budget £4,450,000
Names of Implementing Partners (if relevant)	SORALO Tanzania People & Wildlife

1. PROJECT/PROGRAMME OVERVIEW

Covering approximately 160,194 km², the Southern Kenya Northern Tanzania (SOKNOT) transboundary landscape includes eight protected areas, 32 community conservation areas and a diversity of iconic species such as 30,000+ elephants, 380 black rhinos, and the annual wildebeest migration (c 1.5 million antelopes moving across the Serengeti-Mara sub-landscape). It is home to world-renowned UNESCO World Heritage sites (Serengeti, Mt. Kilimanjaro, Ngorongoro), UNESCO Man and Biosphere Reserve (Amboseli), Ramsar wetlands (Lake Natron), and critical water sources like the Mau Forest Complex, Kenya's largest water tower and Mt Kilimanjaro among others..

However, this landscape faces multiple threats, including habitat fragmentation, unsustainable land use, infrastructure development, high human population growth, poaching, illegal wildlife trade and the impacts of climate change. These challenges risk undermining the resilience of natural habitats and wildlife populations, along with the livelihoods of the communities (both rural and urban) that depend on them.

To address these threats, the World Wide Fund for Nature (WWF) is implementing (with partners) a Southern Kenya-Northern Tanzania (SOKNOT-UNGANISHA) transboundary landscape programme, with a focus on securing the ecological integrity and connectivity of the landscape, and safeguarding ecosystem services as a foundation for sustainable livelihoods and improved wellbeing for people living in this landscape. The programme includes a number of transboundary projects including Land for Life.

The Land for Life project

Within this wider SOKNOT programme, 'Land for Life' is an ambitious 3-year transboundary project funded by the UK government (FCDO UK Aid Match) and WWF-UK, which aims to improve the wellbeing of local people whilst conserving wildlife and habitats in critical wildlife movement corridors in southern Kenya and northern Tanzania for the benefit of all (see map below). WWF-Kenya, WWF-Tanzania, Southern Rift Association of Landowners (SORALO, Kenya) and Tanzania People and Wildlife (TPW) are working in partnership with, and supporting, local communities of Maasai people to manage their natural resources sustainably, as well as improving their livelihoods and ability to coexist and thrive alongside wildlife including lions and elephants that have an implication on livelihoods due to human-wildlife conflicts..

Under this broader approach, 4 cross-cutting strategies form the basis of the project, bringing together inclusive governance/ decision-making, CBNRM (Community-Based Natural Resource Management), livelihood improvement

& transboundary collaboration:

1. Strengthen inclusive governance of community conservation areas to improve equitable & sustainable natural resource governance systems within critical wildlife areas, increasing the area under effective community management. Includes registration processes, equitable & transparent benefit sharing systems, improved community capacity for governance, providing voice, participation & access to natural resources.
2. Improvement of ecosystem integrity through effective CBNRM e.g rangeland management to provide communities with access to better ecosystem services such as grasslands, water, security & reduced conflict. Includes training to build local capacity to sustainably manage natural resources, develop land use plans, avoid fencing, reduce HWC & illegal activities.
3. Improved transboundary collaboration to maintain the integrity & connectivity of ecosystems across political boundaries for the benefit of people & wildlife. Includes promoting cross-border collaboration/learning on community based initiatives, sustainable management of resources, anti-poaching & HWC mitigation to achieve shared goals.
4. Development of sustainable & wildlife compatible community-based enterprises with improved market links & emphasis on incl. women: to improve livelihoods, diversify incomes & enhance community resilience.

The Land for Life project started in March 2021 with funds from WWF-UK for the first 10 months before the project started with UK government funding. It is being implemented in the Lake Natron Area (Tanzania) and Shompole and Loita forests in Kenya (Figure 1). The project is due to end at the end of March 2025.

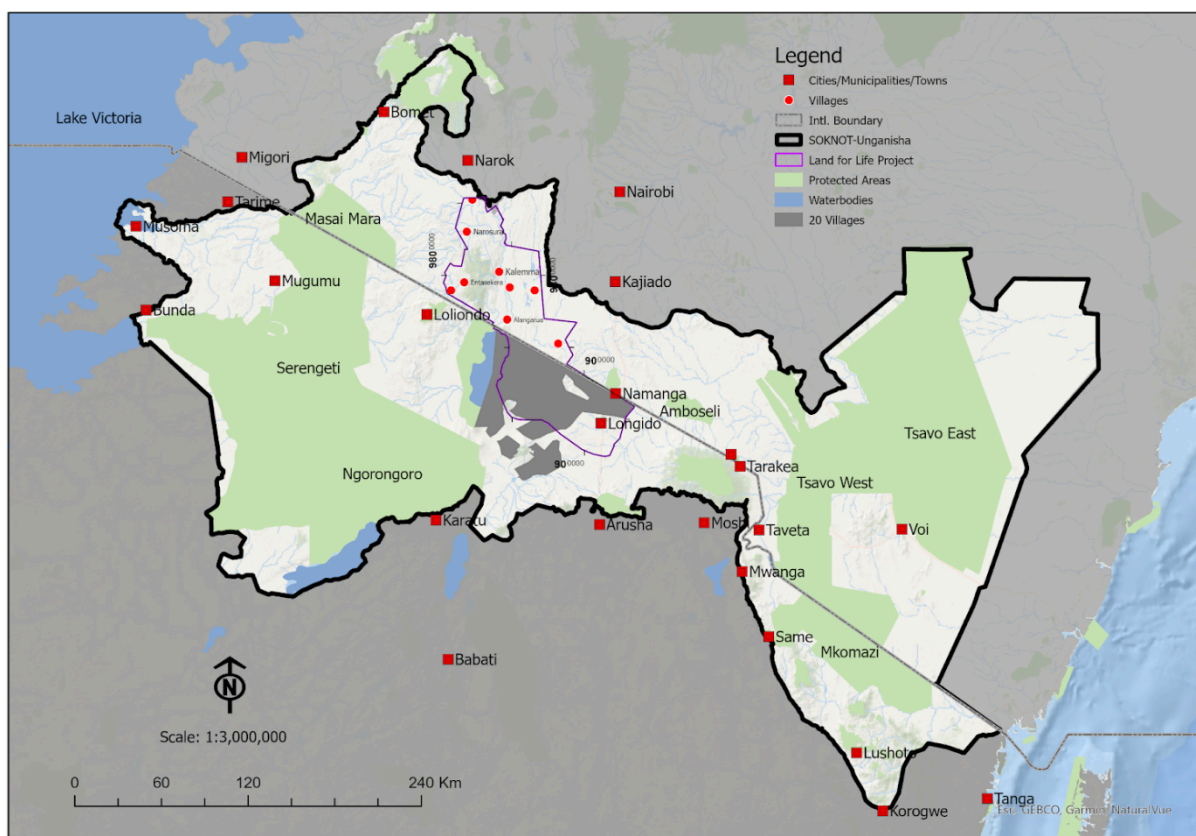


Figure 1: Map showing the location of Land for Life geographic scope (8,868 km²) within the larger Southern Kenya Northern Tanzania (SOKNOT) landscape which covers approximately 160,194 km².

2. EVALUATION PURPOSE AND USE, OBJECTIVES, AND SCOPE

As the project is coming to an end, the main purpose of this final evaluation is to independently review and verify whether the results of Land for Life have been achieved and sustained, meeting its objectives and from this provide lessons for the wider SOKNOT landscape and WWF network.

The objectives are to:

1. Document the level of **effectiveness** in reaching the planned project outcomes and any unforeseen changes that have come about.
2. Document the **impact** to date of the work on targeted biodiversity and key stakeholders / beneficiaries (in particular identifying the benefits (positive and negative)).
3. Determine the **sustainability** of the results and interventions and any recommendations for future programs within the bigger SOKNOT landscape .
4. Determine what were the main factors, processes and actors that impeded or contributed to success and sustainability of the projects outcomes thus far (or not); and identify opportunities and recommendations for further sustainability.
5. Document the **lessons learned**, good practices and **recommendations** identified for future programs within SOKNOT.

3. EVALUATION CRITERIA AND GUIDING QUESTIONS

As per WWF's programme standards, we will be focusing on aspects of the OECD-DAC* criteria for evaluations:

Relevance and Quality of Design, Efficiency, Effectiveness, Impact, Sustainability and Adaptive capacity

Guiding questions –

DAC criteria	
Relevance, coherence and quality of design	<ol style="list-style-type: none"> 1. To what extent was the design of the project, in the development phase and throughout the intervention, locally sensitive and based on local analysis of local needs? Was there a participatory process involving communities? 2. Is the project clearly aligned and making a critical contribution to other larger initiatives? 3. Is the logic/theory of change and objectives of the programmes still valid and endorsed by stakeholder groups? Do the logic and assumptions hold true?
Efficiency (<i>delivery of activities with value for money and governance systems, how well are resources being used?</i>)	<ol style="list-style-type: none"> 1. Were the project's resources allocated effectively or are there areas where resources could be better utilised? Were human resources appropriate? 2. To what extent has the project delivered value for money? Were the results achieved worth the costs incurred? 3. To what extent has the governance been effective between the implementation team, stakeholders and partners, as well as with the donor?
Effectiveness (<i>level of achievement of objectives/outcomes</i>)	<p>Evidence of outcome delivery</p> <ol style="list-style-type: none"> 1. To what extent were the various strategies implemented proven to be effective? 2. What has and has not been achieved, including intended and unintended outcomes/targets? 3. To what extent have environmental and social safeguards (ESSF) been implemented? What activities have been effective in ensuring good safeguarding practices with project participants and within project teams? 4. What factors have, either positively or negatively, influenced the programme's progress? 5. What lessons can be taken on board and applied to improve and sustain effectiveness for future projects within SOKNOT? 6. To what extent has the donor required project communications been delivered?
Impact (<i>effect on biodiversity and people, policy</i>)	<p>Most/all goals—stated desired changes in the status of species, ecosystems, ecological processes, human wellbeing—were realised.</p> <ol style="list-style-type: none"> 1. What has been the impact/results of the project? Measured as any positive and negative effects produced by the project, directly or indirectly, intended or unintended on targeted biodiversity and intended beneficiaries/stakeholders.

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	<ol style="list-style-type: none"> 2. What progress has been made towards achieving the expected end of project results? Include an analysis against outcomes and outputs. 3. Have there been any positive or negative impacts on marginalised groups, including women, and people with disabilities. 4. Have there been any changes in policies¹ and practices of key stakeholders / beneficiaries. 5. Were there any unforeseen impacts (positive or negative) on biodiversity, human well-being or policy, or anything else? Could anything have been done differently to repeat or avoid these unforeseen consequences?
Sustainability (Whether benefits will continue after external support has ended)	<ol style="list-style-type: none"> 1. Have the conditions for ensuring sustainability of results/impacts been established and working for all interventions? 2. Are there any opportunities for further sustaining / maximizing the project's results (outcomes and impact). What actions would need to be taken and by whom to support this?
Adaptive capacity (whether the program continuously adapted the work and remained relevant)	<ol style="list-style-type: none"> 1. Was there systemic monitoring and regular reflection of the data? Has this information been used to support regular adaptation of the approach? 2. How was beneficiary feedback captured and used in the project? Did it lead to any adaptations? What learning should inform future programming?

4. METHODOLOGY CONSIDERATIONS

The evaluation will be expected to follow the DAC criteria for evaluations and be a combination of methodologies from the ones identified below, but it does not necessarily need to cover them all.

- **Desk review** of existing documents and data, including technical studies.
- **Review of the policy and external context** over the lifetime of the project. This could be through desk review and interviews with key stakeholders, beneficiaries, partners and WWF staff.
- **Social science data collection techniques**, with key stakeholders, beneficiaries, partners and WWF staff, including in rural communities - which could include interviews, focus groups, participatory rural appraisal. This may be remotely in some cases and in person in the project location of Natron-Magadi-Loita.
- **Stories of change** with key stakeholders, beneficiaries, partners and WWF staff to develop an understanding of the changes the project has brought about and the processes behind these.

The evaluator is expected to elaborate in detail the evaluation methodology they intend to follow after signing the contract.

5. PROFILE OF EVALUATOR(S) AND WWF SUPPORTING RESPONSIBILITIES

An independent evaluator, or team of evaluators, will conduct the final evaluation between January-March 2025. The assignment is for an estimated 25 working days with days in the project area/ travel during that period. The assignment will require travel to Kenya and Tanzania, visit to the country offices and the field areas. WWF-Kenya and WWF Tanzania staff will help in organising accommodation, arranging meetings and transportation.

Selection of the Independent Evaluator will be done by a steering group and will be based on the strength of the information provided by potential candidates through their expressions of interest for the assignment. The consultant will be expected to take complete responsibility for all the activities identified in the TOR.

Key skills and expertise

- Experience of evaluating CBNRM projects, especially grasslands and forests, and conservation programmes;
- Technical expertise in multi-stakeholder approaches to community-based management (CBM) of conservation area, socio-economic analysis, livelihoods and conservation programmes;
- Good facilitator with experience of applying participatory approaches;
- Demonstrated use of social science data collection techniques in rural communities;
- Demonstrable skills in report writing; and,

¹ Policy refers to both formal and customary policies.

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- Good command of spoken and written English;

Desirable skills

- Familiarity with the NRM policy environment in East Africa, Kenya and Tanzania in particular;
- Experience of, and skills in, designing technical assessments of community based conservation initiatives;
- Knowledge of the project area; and,
- Ability to speak local language or Swahili, or experience working through translators.

Desirable location

- Ideally based in Kenya or Tanzania.

WWF and partner support

WWF Kenya and Tanzania, as well as TPW and SORALO, will provide the following:

- Any relevant reports/information to feed into the evaluation.
- Strategic/technical advice to the consultant (part of the evaluation steering committee).
- Organize the venue and logistics for workshops, if need be, invite attendees, and support facilitation (e.g. resource person to assist the consultant) where needed.

WWF UK will:

- Provide the financial support to the evaluation process.
- Provide technical advice as part of the steering committee managing the evaluation, briefing the consultant and providing technical follow up

6. KEY DELIVERABLES

	Timeline
<i>Inception report</i> – the inception report should finalize the key evaluation questions, define in detail the methodologies to be employed and the time frame. This should be agreed with an Evaluation Steering Group before in-country work commences.	
<i>Presentation of initial evaluation findings</i> in a meeting with key staff and project partners immediately after the field work.	Week 24 th February 2024
<i>Draft Evaluation report</i> – this should be no longer than 30 pages for discussion and comments with the Steering Group following WWF templates.	Week of 10 th March 2024
<i>Final Evaluation report</i> – It should take into consideration prior discussions and include an Executive Summary as an external facing briefing report. No longer than 30 pages, excluding annexes.	Week commencing 24 th March

7. PROPOSAL REQUIREMENTS

Methodology:

- Propose your high-level approach and methodology for the evaluation.
- Please outline your forecasted completion date for the evaluation and attach a high-level timeline.
- Please describe how you provide updates, track progress and ensure success of the evaluation. Explain the mechanisms in place for providing regular updates and tracking progress against agreed objectives
- Confirm your capability to produce the evaluation criteria listed in the requirements above.

(no more than 3 pages)

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Experience & Resources:

- Evidence your organisations capability to provide the entire scope of evaluation services detailed in our requirements above.
- Please showcase your organisations expertise in providing similar evaluation services. Please include examples of past projects.
- Please provide short biographies or CV for those who will be leading or key player in the evaluation and high-light how relevant this experience is to this evaluation project.

(no more than 2 pages, CV's can be included as an annex)

Financial Proposal:

- Pricing must be clearly labelled in Pounds Sterling (£) and be inclusive of all costs.
- Please clearly show prices excluding VAT and notify us if you are VAT registered, and if it will apply to this project.
- Fees need to be clear and structured, fully broken down and itemised.
- Please quote an estimate fee for expenses.
- Please evidence value for money, we are looking for competitive pricing for expertise.
- If you offer NGO discount, please show this within your pricing.

The budget should cover the evaluator fees as well as all costs associated with international travel and visas, local transport, accommodation and food, taxes, communications, translation, printing etc.

Timeline:

Action	Date
Issue ToR	07/11/24
Supplier proposal deadline	22/11/24
Award contract	29/11/24
Sign contract & work to commence	w/c 02/12/24

Submitting Proposal:

Please submit your proposal to Jenny Cousins - jcousins@wwf.org.uk via email in a word, PDF or Powerpoint format.

8. EVALUATION CRITERIA

All proposals will be evaluated on total cost and service levels which provide optimal benefit to WWF-UK.

The following criteria will be used for evaluation:

1. **Financial and Terms Proposal 45%** (Total cost of the proposal, Contractual terms)
2. **Services Proposal 45%** (Alignment between WWF-UK requirement and the vendor's capacity)
3. **Company Profile and Values including sustainability approach 10%** (Evidence that the vendor is proactively reducing their impact on the planet).

9. CONTRACTING WITH WWF-UK

It is our requirement that an appointed external partner adopts our standard terms and conditions for engaging with us. These are included within the tender documents. *Please confirm you are willing to accept these terms. Should you have any crucial amends you wish to make, these will need to be discussed with the WWF-UK legal team.*

WWF-UK asks all suppliers to comply with the Supplier Code of Conduct and WWF-UK 3rd Party Expenses Policy. Both documents are enclosed within the tender pack. *Please confirm your acceptance of both.*

All contracted suppliers are required to register on Panda Purchasing (WWF-UK's PO and invoice system). *Should you be successful in your bid, please confirm you will be willing to register on the system.*