



***Strengthening community rights, livelihood resilience and
biodiversity conservation in Southern Africa and Ghana***

Terms of reference
Final evaluation



PRESENTATION OF THE FRENCH DEVELOPMENT AGENCY (AFD)

The Agency is a public industrial and commercial establishment (EPIC) and a financing company. It is part of the French official development assistance system, according to a mission entrusted to it by the Ministry of Foreign Affairs and International Development, the Ministry of Finance and Public Accounts, the Ministry of Overseas France and the Ministry of the Interior. Its mission contributes to financing the growth and sustainable development of developing and emerging countries. The Agency operates in more than ninety countries in Africa, the Pacific, Asia, the Caribbean, the Indian Ocean, the Mediterranean and Latin America, as well as in the overseas departments and collectivities. It has a network of about sixty agencies and offices around the world. It finances projects through various means (grants, loans, guarantees, equity, etc.) with a view to harmonious economic and social development, while preserving natural resources. These projects are intended to improve the living conditions of the population in the long term. The Agency intervenes in favor of States, public and private companies, the financial sector, local authorities and the voluntary sector.

Its subsidiary Proparco (www.proparco.fr) supports private investment. Dedicated to mobilizing French public expertise, Expertise France (www.expertisefrance.fr) joined the AFD Group in 2022. AFD also collaborates with French and international academic networks to contribute to forward-looking debates and reflections on development. It manages the French Global Environment Facility (FFEM), which co-finances projects reconciling the environment and development.

1. CONTEXT AND JUSTIFICATION OF THE PROJECT

1.1. PRESENTATION OF THE PROJECT

Rights-based approaches to conservation are at the heart of community-based natural resource management (CBNRM) in Southern Africa and Ghana. The 30 years of CBNRM implementation demonstrate that when rights to manage, use and benefit from natural resources are vested in communities and appropriate governance regimes are in place, communities are incentivized to conserve and sustainably manage their biological resources. Recently, the impact of COVID 19 has been devastating as CBNRM relies heavily on nature-based tourism as its main income generator. The project aims to empower rural communities in Southern Africa and Ghana by securing, strengthening and expanding their rights to sustainably manage, benefit from and conserve their natural resources and ecosystems. In doing so, it will enhance conservation, social and environmental justice and promote resilient rural livelihoods and economies.

Main issues/challenges to be addressed by the project and key findings from the upstream diagnosis: The project is focusing on capacity building and cross learning between seven national CBNRM organizations and 50 communities practicing CBNRM in Botswana, Malawi, Namibia, Tanzania, Zambia, Zimbabwe and Ghana so that they can learn from each other and continue to contribute to biodiversity conservation in a changing environment.

Communities are also supported through training workshops and the provision of ongoing technical support on monitoring and information systems to collect, analyze and share data on natural resources so that communities can better inform their conservation strategies and management decisions that include diversification of land use practices to reduce dependence on a single source of income. In addition, the project is building the capacity of these communities so that they are better represented, can better advocate for their rights with decision-makers and can confidently enter into contractual arrangements with the private sector in the areas of tourism, hunting and biotrade. A pilot agroecological capacity building project for communities in Namibia is being implemented to test income generating activities independent of tourism.

History and genesis of the project: the idea for the current project grew out of RA's relationship with AVSF to form an alliance focused on capacity building of community actors in Southern Africa. Through several interactions and exchanges between the partners, Ghana was included for the realization of south-south exchanges, through the additional participation of Noé in the partnership. The 30 years of CBNRM

implementation in Southern Africa demonstrate that the principles of CBNRM have wide applicability and can be replicated elsewhere on the African continent, provided that local factors are taken into account. Although CBNRM is less advanced in Ghana, the experience of pro-biodiversity chains is a new experience that is of interest to some CBNRM communities in southern Africa. The challenges of climate change, biodiversity loss and anthropogenic pressure on land are found throughout the continent and require a review of certain approaches to the sustainable use of natural resources, and to strengthen, where possible, the decentralization of their management in order to ensure their sustainability. The cross-learning that was generated by the exchanges planned in the project between Southern Africa and Ghana, but also between rural development and nature conservation actors, was a driving force in the creation of the partnership.

Main impacts to be achieved by the end of this phase:

- Existence of autonomous communities and national and regional CBNRM organizations advocating for enabling and supportive policies for CBNRM programs at local and national (and to some extent international) levels.
- Effective monitoring of natural resources that supports innovation in CBNRM activities thereby enhancing biodiversity conservation and the resilience of local communities.

1.2. DESCRIPTION OF THE PROJECT

1.2.1. Objectives of the project

SPECIFIC OBJECTIVE 1

To empower rural communities in Southern Africa and amplify the voice and capacity of community leaders in Southern Africa to directly inform and influence policy processes and practices at national, regional and international levels that affect their rights and interests.

This objective has three outcomes:

Expected result 1: The general public media acquire better knowledge and adopt a receptive attitude towards new models of nature conservation (CBNRM).

Expected Outcome 2: A group of at least 150 confident and well-connected representatives of rural communities in Southern Africa practicing CBNRM (CLN) strategically engage and participate in environmental policy and other relevant decision-making processes.

Expected result 3: Traditional knowledge, practices and governance systems of CBNRM communities are recognized and included in conservation strategies, national climate strategies and policy making at national, regional and international levels.

SPECIFIC OBJECTIVE 2:

Increasing the resilience of CBNRM organizations to negative changes and their ability to adapt to emerging opportunities

This objective has three outcomes:

Expected result 1: National CBNRM organizations and networks are strengthened in five countries (Botswana, Malawi, Tanzania, Zambia and Zimbabwe) and Southern African CBNRM associations work together at the regional level on issues impacting on the priorities of CBNRM communities.

Expected Outcome 2: A regional database and monitoring system for data collected and used for adaptive management purposes will be established in five SADC countries, with 10 community-based organizations (CBOs) as pilot sites in each of the five countries.

Expected Result 3: CBOs use data and past experience to inform analysis, guide decision-making on conservation activities, including private sector and government involvement, to ensure resilience and preserve biodiversity.

1.2.2. Duration, execution period and budget

From January 2023 to June 2025, with retroactivity from July 2022 for Resource Africa.

The total budget is 1.663.971 €, with 1 000 000 € from AFD, 588.971 € from Jamma International and 75 000 € from AVSF.

1.2.3. Stakeholders involved

AVSF plays the role of project leader, in consortium with Noé and RA. AVSF's added value is based on: i) its experience of projects in partnership with AFD and its knowledge of its rules, ii) its targeted and recognized technical expertise, including the strengthening of farmers' organizations in the South in the agro-ecological transition, both in agriculture and livestock farming, the development of commodity chains on local and international markets, the organization of animal health and veterinary public health services with an integrated approach to global health, and the concerted management of natural resources

Noé has been operating in Ghana since 2018 and currently with the ECONOBIO program implemented and supported by AFD. This program aims to develop green value chains and, at the same time, to strengthen CREMAs in partnership with private companies and civil society for the benefit of local communities. In this context, Ghana has been included in the project in order to generate an opportunity to stimulate south-south collaborations on CBNRM issues, in particular with Southern Africa.

Resource Africa (RA) has been working for more than three decades to advocate for the rights of communities in the sustainable management of natural resources, building appropriate local institutions and helping communities to participate in relevant regional and international policy forums (such as CITES, CBD, UNEA). RA is responsible for training communities to collect the information needed to support these advocacy actions. RA is working closely with the three CSOs: the Namibian Association of Community-based Natural Resource Management Support Organizations (NACSO), the Southern African Trust (SAT) and the Community Leaders Network (CLN), in the joint implementation of the project in Southern Africa.

NACSO has many years of experience in providing ecological, financial, governance and monitoring support to 86 conservancies in Namibia.

The CLN is a recently formalized entity whose formation and growth has been supported by RA. It is a dynamic association of national forums, and its members are active community rights activists for improved livelihoods.

IRDNC is co-executing with AVSF the pilot action in agroecology in the Kunene region of Namibia.

1.2.4. Intervention areas

The project has been implemented mainly in six southern African countries (Botswana, Malawi, Namibia, Tanzania, Zambia and Zimbabwe) and Ghana. Activities related to specific objective 2 (increasing the resilience of CBNRM institutions to negative changes and their ability to adapt to emerging opportunities by strengthening their capacities) have been implemented in all 7 countries, while activities related to specific objective 1 (training in media communication and improving the capacity to influence policy processes) has taken place in the 6 Southern African countries.

1.2.5. Target groups

Direct beneficiaries:

200 community-based organizations (CBOs) in 7 countries, and 5 national CBNRM organizations

450 people:

- 150 individual CLN members= 3 people/CBOs trained in data collection who will then work with community members (indirect beneficiaries)
- 200 elected CREMA leaders in Ghana

Approximately 100-150 conservancy producers in the Kunene region of Namibia.

Indirect beneficiaries: about 5 million rural Africans in Southern Africa and Ghana.

2. DESCRIPTION OF THE MISSION

The overall objective of the mission is to evaluate the results of the project after 3 years of implementation. Specifically, it will involve:

- Evaluate the overall implementation of the project and the various partnerships established.
- Assess the relevance of the activities carried out, the effectiveness and efficiency of the results obtained and their sustainability.

2.1. STRUCTURING THE EVALUATION PROCESS

Based on the findings and available information, the service provider will have to evaluate the performance of the project, in particular on the basis of the five criteria recommended by the OECD/DAC:

Relevance

- To what extent does the project address the key challenges identified in biodiversity conservation, climate resilience, and rural livelihoods?
- How well does the project align with national and regional policies on sustainable resource management and community participation?
- Has the inclusion of Ghana facilitated mutual learning and contributed to the broader objectives of CBNRM?

Effectiveness

- To what extent has the project strengthened the capacities of CSOs in governance, advocacy, and sustainable resource management?
- What progress has been made in enhancing community capacity to claim their rights and influence conservation policies?
- Have the knowledge-sharing mechanisms (training sessions, cross-community exchanges) effectively improved the skills and strategies of CBOs?
- How effective has the agroecological pilot project in Namibia been in diversifying income sources and reducing dependence on tourism?

Efficiency

- How effectively have project resources (financial, human, technical) been allocated and utilized to achieve the expected outcomes?
- What challenges have been encountered in implementing project activities (cross-border coordination, policymaker engagement, private sector partnerships)?
- To what extent has the regional monitoring and data collection system been established and used for adaptive resource management?

Impact

- What impact have monitoring and data collection systems had on improving natural resource management decisions within communities?
- What concrete impacts have already been observed on biodiversity and the environment as a result of the project's activities?
- What changes have been observed in the living conditions of farmers, women, and youth involved in the project?
- To what extent are communities now better considered in public decision-making and policies related to natural resource management?

Sustainability

- To what extent are the participating CSOs capable of sustaining and scaling up project initiatives beyond the funding period?

- What mechanisms have been put in place to ensure the resilience of CSOs and community initiatives in the face of external shocks (economic, climatic)?
- What measures have been established to ensure that women and youth continue to benefit from and actively participate in CBNRM beyond the project's duration?

During this study, the service provider will be able to identify other salient points beyond the questions depending on the results of the interviews and research.

The evaluation will seek to be part of a learning process, with the results of the evaluation and recommendations intended to feed into a 2nd phase.

2.2. RESULTS AND DELIVERABLES OF THE MISSION

The following elements will be incorporated into the evaluation report, namely:

- Overall assessment of the local project implementation system and the partnerships put in place.
- Evaluation of the project's results.
- Assessment of the project in terms of relevance/coherence, effectiveness, efficiency, sustainability.
- Proposal of axes of intervention and implementation mechanism for a next phase.

A provisional evaluation report must be sent to AVSF, Resource Africa and Noé no later than 10 calendar days after the end of the mission. The consortium members will have 10 days to centralize the comments and transmit them to the Head of Mission consultant.

A final evaluation report, to be submitted 7 calendar days after receipt of the comments, will be sent to AVSF, Resource Africa and Noé.

All deliverables must be produced in English and the final version of the evaluation report must be translated in French to be shared with AFD.

The following documents will be appended to the Interim and Final Reports:

- Terms of reference.
- Study methodology.
- Mission timeline.
- List of people/organizations consulted.
- Map of the project intervention area.
- Bibliography.

All deliverables must be submitted in electronic format to the following addresses: k.roesch@avsf.org; marianne.courouble@resourceafrica.net; sdiyabanza@noe.org

The deliverables will remain the property of the project owner, who will itself ensure their distribution.

2.3. PERIOD AND ORGANIZATION OF THE ASSIGNMENT

Duration of the assignment: 15 days

Period: April-May 2025

The detailed timetable covering this period for the conduct of activities will be proposed by the consultant and validated during the briefing session with the consortium team (AVSF, Resource Africa and Noé). This meeting should provide an opportunity for a personal introduction of the various players (evaluation mission, project team, etc.), an exchange of additional information and a shared understanding of the evaluation objectives.

The mission will take place in Namibia and Zimbabwe. The logistics of the mission (local travels only) will be covered by the project's resources, which will be planned and put in place in accordance with the agreed timetable.

3. ORGANIZATION OF THE SERVICE AND EXPECTED SKILLS

3.1. EXPECTED METHODOLOGY

AVSF, Resource Africa and Noé, want the evaluation to be participatory, so they jointly drew up the ToR for the evaluation. In keeping with this approach, the evaluators will therefore endeavor to gather feedback and analysis from the stakeholders themselves.

The evaluation will be based on available documentation and, above all, on interviews with the various project stakeholders (beneficiaries, project team, local partners, service providers, other partners) in all the countries involved in the project and field visits in Zimbabwe and Namibia. Various focus groups may also be organized with stakeholders.

A feedback session will be organized at the end of the mission, with the project team and partners with some of them online, in Paris. The aim of this feedback will be to ensure that the conclusions of the evaluation are taken on board by the local players, by encouraging a debate and an exchange of ideas between all the players.

3.2. RESOURCES MADE AVAILABLE TO THE SERVICE PROVIDER

The following documents will be sent to the consultants:

- The grant contract with AFD.
- The project document.
- The interim narrative report.
- Any other document relevant to this evaluation (training reports, field mission reports, exchange visit reports, minutes of steering committees, etc.).

3.3. REQUIRED SKILLS

The skills required to carry out this study are those of a team of consultants covering the following areas:

- knowledge and professional experience in evaluation.
- professional experience in setting up development projects, particularly in support of institutional dynamics.
- professional expertise and experience in CBNRM programs
- mastery of the challenges of conservation management and the development of sustainable agricultural practices (agroecology, agroforestry, etc.),
- experience in the targeted countries or in Southern Africa, the inclusion of local expertise will be valued
- capacity to work in English.

The consulting firms involved in the service must not have any links with the counterparts that are likely to interfere in the evaluation process and to cast doubt on the impartiality and objectivity of its conclusions.

3.4. BUDGET

The budget for this evaluation must be in a range of 20 000 € to 30 000 €.

3.5. PREPARATION AND SUBMISSION OF TENDER DOCUMENTS

The tender's general offer must include:

- A methodological and financial proposal (including a proposed timetable).
- A curriculum vitae of the consultants involved in the evaluation.

All proposals must reach AVSF by April 30 2025, by e-mail: k.roesch@avsf.org