

Terms of Reference

Mid-term Evaluation

Project Title	Community-based Natural Resource Management Enterprise Support Project
Beneficiary of Grant Contract	Voluntary Service Overseas (VSO)
Contact Person	Daan Gerretsen Country Director Windhoek, Namibia Daan.Gerretsen@vsoint.org
Partners in the Action	Namibian Association of CBNRM Support Organisations (NACSO)
Title of Action	Community-based Natural Resource Management Enterprise Support Project
Duration of Action	48 months (start 1 April 2007)
Contract Number	EuropeAid/122438/C/G
Review Period	14 May 2007 – 31 March 2009
Target country	Namibia
Duration of Assignment	15 working days
Completion of Assignment	Mid August 2009
Duty Location	Windhoek with in-country travel to project implementation sites

Closing date for applications: 10:00 on 6 July 2009

Applications to be delivered to:

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1 Introduction

In accordance with the Financing Agreement, a mid-term review will be carried out by an external evaluator who will be contracted by VSO Namibia and the BLE WG to conduct this mid-term project evaluation.

This review is undertaken to assess the level to which the project's objectives and proposed results have been achieved, as well as to document any lessons learned. This will require examining data gathered through the CBNRM national monitoring system to assess the projects impact on poverty reduction as a result of the proposed interventions. An examination of conservancy income will also be needed to assess improvements as a result of the projects' activities. It is also suggested that key informant interviews are held with selected beneficiaries and Namibian partner organisations, including the appropriate government authorities at local, regional and national level.

2 Background to the Project

The European Commission is co-financing this project with the Voluntary Services Overseas (VSO) which is a UK-based NGO. The EC is covering 73% of the total cost of the four-year project of just over € 1 million.

The funds for this project are not part of the European Development Fund and the EC country programme for Namibia, but are as so-called Budget Line Funds, i.e. additional resources made available from the Budget of the Commission for specific purposes for various countries or projects around the globe. This Budget Line is called Co-financing with European Development NGOs Actions in Developing countries. It aims at strengthening NGOs in general and at promoting partnerships between NGOs from Developing countries and Europe. In this case, the partnership is between NACSO (Namibian Association of Community Based Natural Resource Management Support Organisations) and VSO.

2.1 Results and Activities

The specific objectives of CESP are to support, develop and improve the capacity for effective enterprise development amongst conservancy management structures, organised Community-based Natural Resource Management groups (OCGs) and Namibian partner organisations.

The project results are:

- Result 1:** The capacity of 12 conservancies and OCGs to understand business and manage their organisations in a business-like and professional manner is improved.
- Result 2:** Active and expanding rural based enterprises effectively supported leading to new business and job creation.
- Result 3:** The capacity of 7 local enterprise support staff and 9 Namibian partner organisations is improved. In addition, technical

capacity within the programme generally will be increased through the training and mentoring of 3 graduates “local enterprise support trainees”.

Result 4: The project is efficiently and effectively managed and achieves its required outputs and objectives.

The main activities linked with the results are:

- 1.1. Conduct training to build the business competency of conservancies and OCGs.
- 2.1. Support the facilitation and management of tourism lodge partnerships.
- 2.2. Support the development and management of small tourism related enterprises.
- 2.3. Support the development and management of enterprises that use natural products.
- 2.4. Establish and manage an Enterprise Support Fund.
- 3.1. Provide in-service training and mentorship to the personnel of Namibian partner organisations.
- 4.1 Provide effective project management and coordination of support.

2.2 Implementation of Project

2.2.1 NACSO

A Memorandum of Understanding has been signed between VSO and NACSO where NACSO takes the responsibility of implementing the project.

2.2.2 Project Office

The Project Coordinator was recruited in May 2007 and the project office established in Windhoek. All administrative and financial systems were put in place.

2.2.3 Steering Committee

A Project Steering Committee, jointly established by VSO and the BEL WG, meets every quarter to review and give input to progress reports, annual work plans, budgets, expenses and the general management of the project.

2.2.4 VDW and EST

This project is primarily concerned with strengthening the level of enterprise development support provided to conservancies and OCGs in rural Namibia. This is achieved through the placement of skilled volunteer personnel (Volunteer Development Workers – VDWs), skills transfer to local counterparts and local enterprise support trainees and the allocation of funds to support emerging enterprises.

A total of four technical VDWs are stationed in Namibia under this project. Presently only one VDW and one EST are field-based and stationed in Opuwo with IRDNC. The other three VDW's and EST are, for various reasons, all stationed in Windhoek.

2.2.5 Enterprise Support Fund

The disbursement of grants from the ESF aim to assist with planning and implementing a limited number of innovative enterprises that have the potential to reduce poverty through job creation and stimulation of new markets or local industries. Access to finance is less of an issue to stimulating growth in SMEs than developing new and innovative products that access new markets. The ESF focuses its assistance on helping entrepreneurs and conservancies or OCGs to develop their product concepts through bankable proposals and funding. For larger projects financing institutions or donors have been approached for loans and / or grants.

An ESF committee is fully functional and meets regularly. Guidelines and applications forms have been finalised and distributed widely with grant applicants being assisted by VDWs in the field. Disbursement of grants under the Enterprise Support Fund has been slow due to the lack of VDWs in the field and the initial guidelines being too rigid.

2.3 Project Status

The project was officially launched by the EC Ambassador and the Minister of Environment and Tourism on 23 July 2007 although implementation commenced with the recruitment of the Project Coordinator in May 2007.

4 VDW are presently working for the project although only one is still based in the field and working directly with a partner. Two EST are employed.

All project activities are under way although implementation experienced a very slow start due to the late arrival of the last two VDWs. One VDW has been out of action for many weeks during the year for medical reasons.

3 Description of the Assignment

The overall goal of the mid-term review is to assess the effectiveness of the programme (i.e. progress achieved towards the achievement of expected outcomes and results) and to make recommendations from lessons learned.

3.1 Specific aims

- Assess progress made towards the achievement of planned outputs and outcomes.
- Assess efficiency of the methodology and resources used to achieve the intended objectives.
- Consolidate lessons learnt and make recommendations to further improve the implementation and management of the project.
- Revise the Logical Framework

3.2 Scope

The mid-term review will address the following questions:

- Effectiveness and quality of results
- Factors affecting the achievement of results (Project design, Management and partnerships)

- Lessons learnt and way forward

3.3 Methodology

- Consultative approach by discussions with key stakeholders including beneficiaries
- Analysis of qualitative and quantitative data
- Desk review of relevant documentation
- Field trip to specific key implementation sites

3.4 Documents to be consulted

- Contract Agreement
- Audit Reports of year 1 and year 2
- Interim Reports of year 1 and year 2
- Progress Reports 1-5

3.5 Expected Deliverables

- Interview guide, list of key informants and supported enterprises visited
- Presentation of preliminary analysis and initial findings to Steering Committee (power-point presentation with supporting documentation)
- Draft review report
- Final review report (hard and electronic copies)

The findings of the review are to be presented according to the following Report Outline:

- Executive Summary
- Main Text
- Conclusions and Recommendations (relevance, efficiency, effectiveness, impact, sustainability)
- Annexes (ToR of review, methods applied for the study, original and improved LFW, list of persons/organisations consulted, literature and documentation consulted, other technical data)

3.6 Expertise required

It is envisaged that one consultant will carry out the assignment. The consultant needs the following:

- Expertise in the review of development programmes in CBNRM
- Extensive experience in CBNRM in Namibia and the region
- Demonstrated ability and excellent communication skills to facilitate discussions with stakeholders and produce concise and analytical reports

3.7 Timeframe-work plan

This consultancy is envisaged for 15 days between middle of July and middle of August 2009. The presentation of the preliminary analysis and initial findings is to be made to the Steering Committee in Windhoek.

The draft report will be compiled after this presentation for stakeholders to make their final comments.

The final report will be completed and submitted to the NACSO secretariat two weeks after the submission of the draft report.

3.8 Management Arrangements

The evaluation will be managed by the NACSO secretariat and VSO who will organise and make available the set of documents to be reviewed by the consultant and provide a proposed list of the stakeholders to be consulted.

4 List of abbreviations

BEL WG	Business, Enterprise and Livelihoods Working Group
CBNRM	Community-based Natural Resource Management
CBO	Community Based Organisation
CD	Country Director
CESP	CBNRM Enterprise Support Project
CSOs	Civil Society Organisations
ESF	Enterprise Support Fund
EST	Enterprise Support Trainee
HIV	Human Immunodeficiency Virus
IRDNC	Integrated Rural Development and Nature Conservation
MET	Ministry of Environment and Tourism
MTI	Ministry of Trade and Industry
M&E	Monitoring and Evaluation
NACSO	Namibian Association of CBNRM Support Organisations
NACOBTA	Namibia Community Based Tourism Assistance Trust
NGOs	Non Governmental Organisations
NNDF	Nyae Nyae Development Foundation
NRM	National Resource Management
OCGs	Community-based Natural Resource Management groups
PC	Project Coordinator
RISE	Rural People's Institute for Social Empowerment
SME	Small and Medium Enterprise
VDW	Volunteer Development Worker
VDW-KH	Volunteer Development Worker - Khorixas
VDW-ON	Volunteer Development Worker - Ondangwa
VDW-OP	Volunteer Development Worker - Opuwo
VDW-W	Volunteer Development Worker - Windhoek
VSO	Voluntary Service Overseas