

EU- NBDF-RECORCOMMUNITY BASED CLIMATE CHANGE ADAPTATION (CBCCA)  
PROJECT



Nile Basin Discourse Forum RWANDA  
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## RE-ADVERTISED

### Project title: COMMUNITY BASED CLIMATE CHANGE ADAPTATION(CBCCA)

#### Final evaluation

##### About the Nile Basin Discourse Forum in Rwanda.

The Nile Basin Discourse Forum-Rwanda (NBDF) [www.nbdfrwanda.org](http://www.nbdfrwanda.org) is an Umbrella organization of CSO's dealing in water, Capacity Building, Climate Change Adaptation and Mitigation, Environment and Rural development. It is a country program under the **NILE BASIN DISCOURSE-NBD ( [www.nilebasindiscourse.org](http://www.nilebasindiscourse.org) )**, having its headquarters in Entebbe Uganda, near the Nile Basin Initiative ([www.nilebasin.org](http://www.nilebasin.org) ).

NBDF-Rwanda's head Office is located in Remera, opposite *Remera Police Station and Amahoro National Stadium, Kimironko Road, near EER Province*. It is a fully registered organization with the Ministry of Local Government, and Rwanda Governance Board; further details are available on our website: ([www.nbdfrwanda.org](http://www.nbdfrwanda.org) ).

It is facilitating the involvement of civil society in the planning and development processes of the Nile Basin as envisaged by the Nile Basin Initiative-NBI.

##### MISSION OF NBDF RWANDA

The Nile Basin Discourse Forum in Rwanda seeks to ensure that its development goals are achieved by assisting the constructive engagement of civil society in the NBI through development of knowledge, greater capacity, better networking, and enhanced resilience to climate change, community development and stronger linkages at all levels of civil society and the government.

#### **OBJECTIVES OF NBDF RWANDA**

1. To establish a national consultative dialogue on the Nile in Rwanda,
2. To raise awareness on the Nile Basin Initiative programs for Rwanda
3. To encourage community involvement in the Nile Basin development programs
4. To enhance cooperation with Nile Basin Projects and programs in Rwanda
5. To enhance community based adaptation and mitigation to climate change
6. To promote poverty reduction activities in Rwanda

#### **About Community Based Climate Change Adaptation (CBCCA)**

##### **About the Programme**

Nile Basin Discourse Forum Rwanda (NBDF Rwanda) works with partners Rwanda Environment Conservation Organization (RECOR) and Four Districts in the Eastern Province of Rwanda (Bugesera, Gatsibo, Kirehe and Nyagatare) together with communities on the European Union funded project "Community Based Climate Change Adaptation (CBCCA)". The project is a strategic Two (2) years pilot designed to bring about changes in empowering community groups and non-state actors to mitigate climate change risks through appropriate climate change adaptation activities for sustainable development. The core target groups are community groups in the four districts (Nyagatare, Kirehe, Gatsibo and Bugesera districts in Eastern Province Rwanda), and non-state actors.

The project intended to provide knowledge and skills for community members to be powerful advocates for change, pilot models of best practices to climate change in food security, organic farming, energy, water harvesting, agro forestry, promoting income generation, promote gender, agro-forestry and beautification of homes.

Documentation of climate data and dissemination to different actors including government authorities and local authorities for policy influence.

The project further gave emphasis to community groups and non-state actors' adaptation needs in order to bring about positive benefits for the individual and the community.

The outputs and results detailed below were designed to bring about changes in empowering community groups and non-state actors to mitigate climate change risks

through appropriate climate change adaptation activities for sustainable development. The core target groups - community groups in the four districts and non state actors, can be powerful advocates for change when supported with the knowledge and skills to do so. But knowledge and skills are not enough to bring about effective change without the right motivation. The needs of community groups and non state actors must be recognised so that change brings about positive benefits for the individual and the community, and these benefits become tangible.

The Project will be implemented in a decentralized manner with the members of Nile Basin Discourse Forum in Rwanda whose areas of action are within the four districts of the Eastern Province and together with RECOR (direct implementing partner of the Project).

Empowering community groups and non-state actors to mitigate climate change risks through appropriate climate change adaptation activities for sustainable development will serve multipurposely to the resilience of our communities.

Currently Rwanda is one of the most vulnerable countries to climate change with a high population growth and density, and hence increased human activities on few natural existing natural resources.

**The effectiveness of the project lies in two core strengths.**

Firstly the project addressed core needs of both the target groups and beneficiaries, as well as addressing key government policy set out in 'Turning Vision 2020 in Reality' (2007). There is an absolute imperative to improve the lives of the majority of Rwandans that rely on natural resources for their survival, and to support this sustainably.

Secondly the project partners had substantial experience in environmental and poverty issues both inside and outside Rwanda. NBDF Rwanda had gained over nine years experience in project management related to environment, conflicts, climate change and poverty at national and transboundary level. It also has a membership network of 40 local NGOs within the Nile Basin region in Rwanda. RECOR had been operating actively in identifying and developing climate change adaptation tools, initiate good practices on sustainable development, community mobilization and sensitization on climate change adaptation and sustainable development. The two organizations have previously worked together in various projects.

The project was developed in partnership between NBDF and RECOR, based on a previous project to develop environmental management training tools. The role of NBDF is/was being responsible for the overall management of the project with support from the RECOR. The members and partners are/were responsible for jointly carrying out the project activities. A Project Steering Committee, Consultants and experts will facilitate and provide technical advice and training.

Prior to the project, project owners consulted with key government stakeholders, in particular the Rwanda Environment Management Authority, Rwanda Natural Resources Authority and all concerned Districts. This confirmed the need for the project to target local communities and non-state actors in a coherent way that will support wider governmental poverty reduction and environmental policies

Bridging the gap between ‘I know about (and care about) the problem’ and ‘I am motivated and have the tools to act’ is both a challenge and key outcome of this project.

The overall objective of the project is to **empower local communities and non-state actors to monitor the impact of poverty reduction and climate changes on environmental sustainability.**

The core project activities are:

Key Activity	Description	Outputs
Consolidating partnerships	A partnership shall be developed with non-state actors early in the project and invite representatives to join a ‘Project Steering Committee.’	Memorandum of Understanding between both partners, four districts and the named Project Steering Committee. Government institutions will also be part of the consultative partners, i.e Rwanda Environmental Management Authority and Rwanda Natural Resource Authority.
Needs analysis	This will be a key activity in the project. At the start, reviewing of existing initiatives in Rwanda and abroad shall be a priority (partly achieved in developing the need for this proposal). We shall conduct an in-depth needs analysis amongst target community groups to build up a detailed picture of the poverty-environment linkages of governmental programs. This will be conducted in four districts of Rwanda to capture differing conditions.	Detailed report on ‘Community Based Environment-Poverty Linkages in Rwanda’ made publicly available. Assessment on how communities benefit from government programs in comparison with this Project.
Developing the indicator tools	We will develop a series of indicator tools based on the needs analysis and partners experience. The developed tool will be pre-tested in the target population prior to its publication.	A range of indicator tools for trialing.
Establishing model villages to serve as examples in climate change adaptation	We shall establish 2 villages per district which apply the identified indicators for climate change adaptation and poverty reduction. In these 8 villages (for the four districts), we will support and link other existing initiatives at district level supported by government programs like the rain water harvesting, agro	Structures and sites in place for the demonstration works. Liaison structures for effective joint planning will be emphasized between

and environmental protection to eradicate poverty levels	forestry, post-harvest management systems, improved human resettlements, and environmental protection. Land consolidation is part of the national policy for effective land use and improved agro-productivity through use of organic manure. Improving use of energy-saving stoves to reduce deforestation, and the promotion of the use of clean and renewable energy like solar have also to be mentioned in this context.	implementing organizations and the Rwanda Natural Resource Authority and the Rwanda Environment Management Authority.
Dissemination and exploitation	We will ensure the project outcomes are widely exploited and adopted. A national conference will multiply the result to professionals and decision-makers. A 'Community Indicators Fair' will be held for local communities participating in the project to share their experiences and showcase the results. The Guide to Community Based Indicators will support non-state actors and local authorities in the further use of the indicator tools and in developing their own.	National conference for professionals and decision makers (250 people x 2 days). A Community Indicators Fair (500 people x 2 days). Poverty-environment indicators toolkit (1000 copies) – see above.
Monitoring, evaluation and planning for the future	Key milestones for the project will be set at its beginning together with success criteria. These will be assessed throughout the project using both user feedback and technical reports. We shall produce recommendations for the continuation of the project and each of the partners will integrate the results into their regular work.	Project sustainability plan and monitoring/ evaluation reports as required by the EU.

### **What is the purpose and scope of the Final Review?**

By the end of project date, the CBCCA will be fully at completion of the initial two-year grant period. To-date, the programme has reached a total of agreed participants across the five project sites of the four districts in the Eastern Province (Bugesera, Gatsibo, Kirehe and Nyagatare). The purpose of the final project evaluation is to assess overall programme performance to-date and provide independent assessment of:

- Whether the programme outcome is likely to be achieved according to its Theory of Change and Results Chain

- Whether demonstration and piloting of best practices in rainwater harvesting, organic agriculture and food security, agro forestry, energy saving and clean energy facilities installed, and income generation activities
- Whether built capacity, training of trainers, developed indicator and trainers' guide on climate risks, dissemination of climate data and documentation of climate scenario in the Eastern Province
- What needs to be strengthened or done differently in order to ensure that the above is achieved
- Whether Engagement and integration of CBCCA is ongoing.

The scope of the final review includes:

- (a) Achievement of results and objectives
- (b) A short investigation of the unintended outcomes of the programme
- (c) Effectiveness of strategies for achieving results
- (d) Efficiency and effectiveness of operational performance

### **Objectives of the final Review**

The objective of the Final Evaluation is to assist European Union, NBDF Rwanda, RECOR and partners to assess the progress of CBCCA outcomes and based on this assessment, to take decisions on the future orientation and emphasis of the project. This evaluation will also identify windows of opportunities for upscaling, evaluate participatory and implementation challenges as well as success.

Through the final evaluation, EU as funder and NBDF Rwanda together with RECOR as implementers would like to determine the relevance, efficiency, effectiveness, impact and sustainability of the project. The review will assess the achievements of the project to finality against its stated outcomes, including a re-examination of the relevance of the outcomes and of the project design. It will also identify significant factors that facilitated or impeded the delivery of outcomes. Whilst a review of the past is in itself very important, the evaluation is expected to lead to recommendations and lessons learned for the future.

The review will, using the methodology described below, and bearing in mind the following points, review the status of each project outcome.

### **Project design**

- Relevance of project design
- Appropriateness of the project's concept and design to the current economic, institutional and environmental situations;
- Contribution of the project to the overall development objective (i.e., the top-level outcome / impact) as documented in the Project logical framework; and
- The likely sustainability of project interventions;

### **Project implementation**

- General implementation and management of CBCCA project in terms of quality of development, delivery of services and skills, Needs Assessment, adherence to workplans and budgets, major factors which have facilitated or impeded the progress of project implementation
- Adequacy of management arrangements as well as monitoring and backstopping support given to the project by all parties concerned
- Institutional set-up throughout the Project Implementation Team
- Responsiveness of project management to changes in the environment in which the project operates

### **Project progress towards outcomes and impact**

- Achievement, to date, of the project outcomes as detailed in the project Monitoring, Evaluation and Learning document and the logical framework
- Sustainability of the project's impact
- Investigation into the unintended outcomes of the programme, with particular focus on those participants who attend the CBCCA training but do not return for any follow-on support

### **Learning and Experience from the project and recommendations**

- Learn from efforts to date, as basis for exploring ways to adapt institutional arrangements, if needed for future projects
- Challenges or difficulties faced
- Identify implementation challenges and recommendations.

The evaluation mission will also briefly review the proposed activities for the CBCCA project and provide perspectives and recommendations on the impact.

**Who is the target audience?**

The results of the evaluation are primarily intended for internal and external use by EU and both NBDF Rwanda and RECOR. Relevant results and lessons learned will be shared with other stakeholders, including district authorities, other network members.

**When do we need the Review?**

The review, including all required activities and submission of a final report, must be **completed by 27<sup>th</sup> October 2015** in order to feed into a National fairs and Conference on completion of the CBCCA project.

**What methodology do we expect?**

In the interest of organisational learning the evaluator will be accompanied by an internal CBCCA staff member to assist with the fine evaluation where possible up to but not including writing up the report. We envisage that methodology will cover the following:

- Desk review of programme documents (including, but not limited to the documents listed below)
- Review of project document, periodical reports from field officers, review year 1 report, MTR report, Terms of reference for Final Evaluation for comment by programme staff (and partners where possible); please note that there is scope for use of participatory and qualitative methodologies where it can be deemed useful
- Field visits and interviews with a small sample of individuals who are either affiliated with the project in some way or who have or might be expected to be impacted by the project
- Direct observation of programme activities (model village structures, training reports, publication materials and documentations, photos of trainees and reports, indicator toolkit and training manual guide, needs assessment report, website updates) where possible
- Draft findings shared with programme staff and partners before finalising the report

CBCCA staff will be available upon request to administratively facilitate the Final Review and Evaluation as required.

**Document Review**

The evaluator shall familiarize himself with the project through a review of relevant documents prior to the field visits. These documents include:



- Proposal – project document
- Monitoring, Evaluation and Learning Plan
- NBDF Rwanda and RECOR Operations Manual
- Progress reports to-date
- Website and case studies
- Operations Management System Database
- Focus Group Discussion reports
- DDP for the four districts
- Learning Log
- EU Guidelines
- Partnership and Collaboration agreements

### **Evaluation tools and Interviews**

Interviews and tools will be developed by the contracted evaluator in consultation with European Union Delegation in Rwanda, NBDF Rwanda, RECOR Monitoring, Evaluation and Learning teams. All will be tested with a participant nominated before use. Interviews will be face-to-face or by telephone. The Project manager will arrange the interviews and where necessary provide a venue and communications facilities: Interviewees can include:

- Project Staff
- Programme beneficiaries
- Local leadership / relevant community stakeholders

### **Conclusions and Recommendations**

Based on the above objectives and methodology, the evaluation report should provide brief, clear, conclusions and recommendations, including:

- The degree to which the project outcomes are likely to be delivered;
- Detail of any unintended outcomes that are resulting from programme activities, and any recommendations relating to these findings
- Significant lessons that can be drawn from the experience of the project and its results, to date, particularly those elements that have worked well and those that have not
- General recommendations on improving implementation for the remainder of the Operational Phase project
- Recommendations on further action upon completion of the current project

In addition, the final report should contain at least the following annexes:

- Terms of Reference for final evaluation
- Itinerary
- List of meetings attended
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Any other relevant material

The final version of the evaluation report should be submitted in electronic format (MS Word) and hard copy on **October 27th, 2015**.

#### **Required Qualifications and Experience**

- Experience working in Rwanda or East African Region
- Knowledge of the Theory of Change approach
- Experience in community development
- Experience climate resilience (Adaptation, Financing and Mitigation)
- Experience of facilitating and analysing qualitative feedback from Focus Group Discussions, Key Informant Interviews and participatory methodologies
- Knowledge of entrepreneurship, gender and livelihoods
- Previous demonstrated experience of conducting similar evaluations

**Consultant reports to:** The CBCCA/NBDF Rwanda National Programs Coordinator, with input from the RECOR Executive Secretary and Programs Manager at EU Delegation Rwanda.

#### **Deliverables**

The consultant will provide the following during their contract:

- An evaluation plan, including: half-day workshop to present the evaluation plan to key staff of the CBCCA Project
- Evaluation methodology and sampling framework
- Qualitative and quantitative protocols for data collection and analysis
- Any suggested improvements to evaluation scope
- Approved work plan tailored to the needs of the assignment defining concrete dates, activities, resources and level of effort

- 1-day training of any assistant surveyors
- Presentation of preliminary findings
- Final evaluation report written in English that encompasses an executive summary, background, evaluation methodology, findings, and recommendations.
- One (1) electronic file of the clean (final) qualitative and quantitative data collected.

### **Payment**

Full payment will be contingent on receipt of all deliverables. The contracting authority will provide an advance for subsistence on contract signature and 25% of the fee on acceptance of the proposal. Partial payment of no more than 85% of total will be provided with evaluator's invoice accompanying delivery of Draft Final Evaluation Report.

### **Applicants must submit the following documentation before 13<sup>th</sup> October 2015:**

Technical and financial proposal demonstrating understanding of the terms of reference and detailing:

- A cover letter detailing at a high-level how you meet the requirements for this assignment
- The proposed methodology, sampling framework, work-plan and tools to be used
- Costing of planned activities (in **FRW**)
- An example of at least one similar assignment
- Curriculum vitae

**Please email all applications to: [coordinator@nbdfrwanda.org](mailto:coordinator@nbdfrwanda.org)**

### **Job location**

The consultant will need to be able to travel to the Eastern Province Districts (Bugesera, Gatsibo, Kirehe and Nyagatare) of Rwanda where the project operates, as well as to NBDF Rwanda and RECOR's headquarters in Kigali. Report write-up may be done remotely, but an in-person presentation of findings would be preferred where possible.