

## **Terms of References**

### **Mid Term Review of Ecosystem Conservation and Management Project**

#### **Community Beneficiary Survey**

**July 2019**

#### **01. Background**

The Systematic Country Diagnostic conducted by the World Bank in 2016 confirms the environmental sustainability as one of the priority areas for sustaining progress in ending poverty and promoting shared prosperity. Also it highlights the country's environmental management challenges, calls for the better stewardship of the country's natural assets, and emphasizes the importance of natural resources for the development of tourism in the country. The Ecosystem Conservation and Management Project (ESCAMP) is directly responding to country's development priorities. Also it improves the natural resources management, and protecting and improving the natural resource base on which rural communities depend. In addition, ESCAMP supports inclusive development among some of the country's poorest communities who are living adjacent to Protected Areas (PAs) by addressing the Human Elephant Conflict (HEC). Locally, 15,000 people is directly benefitted by the project out of which at least 30% are expected to be female beneficiaries. Other natural habitats also benefited by the project to minimize the use of natural resources and to mitigate the HEC as well. The project has 04 main components such as;

1. Pilot Landscape Planning and Management
2. Sustainable Use of Natural Resources and Human-Elephant Co-existence
3. Protected Area Management and Institutional Capacity
4. Project Management

Component 1 provides technical assistance, training and capacity building to develop the guiding framework for landscape-level management planning and support the piloting of landscape planning and management in two selected landscapes. Component 2 supports communities living adjacent to PAs and other ecologically sensitive areas to plan for natural resource use and to develop biodiversity compatible, productive and climate resilient livelihood activities. Component 3 supports interventions in PAs for their improvements in compliance with the Fauna and Flora

Protection Ordinance (FFPO) and the Forest Conservation Ordinance (FCO). Component 4 finance the activities of the Project Management Unit (PMU).

The Project Development Objective (PDO) is to improve the management of ecosystems in selected locations in Sri Lanka for conservation and community benefits. At the national level, the project will develop the capacity of the key implementing agencies, the Department of Wildlife Conservation (DWC) and the Forest Department (FD) to manage PAs more effectively and based on modern PA and landscape management approach. The project was designed to implement from 2017-2021. The Project will be financed through International Development Association (IDA) credit of USD 45 million. The PDO is measured through following results indicators to assess the implementation progress on its relevance, efficiency, effectiveness, impact and sustainability.

1. Direct project beneficiaries (15,000) of which female (30%)
2. People with improved access to income generating activities as a result of project interventions
3. Villages and agriculture plots protected as a result of human-elephant co-existence activities
4. Areas brought under enhanced biodiversity protection
5. Visitor revenue of selected PAs increased as a result of project interventions

Main component 2 is implemented to provide project benefits for selected communities adjacent PAs and communities live in Human-Elephant Conflict (HEC) areas. Indicators 2 and 3 are measured to assess the impact of the project interventions related to main Component 2. Following table describes the two sub-components of the main Component 2.

Component / Sub-Component		Description of the Component/sub-Component
<b>Component 2</b> Sustainable Use of Natural Resources and Human-Elephant Co-Existence	<b>Sub-Component 2.a</b> Sustainable use of natural resources for livelihood enhancement	This sub-component is established to enhance livelihood interventions as secondary income generating sources among communities living adjacent to PAs. Biodiversity-friendly and climate-smart existing or new livelihood options will be identified through participatory Community Action Plans (CAPs). It was decided to enhance livelihood options of 10,000 households at the end of the project period. Participatory Rural Appraisals (PRAs) have to be done in selected villages to assess the livelihood needs of communities.

	<p><b>Sub-Component 2.b</b></p> <p>Human-elephant co-existence for livelihood protection</p>	<p>Sub-component is financing the scaling up of successful Human-Elephant Coexistence pilot models within high Human Elephant Co-existence areas. Activities of this component will be implemented by DWC and community organizations under the supervision of Divisional Secretaries. This sub-component is also financed for studies to identify viable economic incentives for affected local communities and development of policies and procedures and a governance mechanism for provision of such economic incentives.</p>
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## 02. Objectives of the Survey

The overall objective of the Mid-Term Review (MTR) is to evaluate the impact of project interventions of main components of the ESCAMP. The evaluation will particularly emphasis on the Relevance, Efficiency and Effectiveness of the project interventions and sustainability initiatives. This will also allow the consultant to extract lessons learnt and recommendations to enhance the quality of the future programs by FD and DWC and other relevant stakeholders in both operational and programming issues. It also captures the achievements of the component implementations, Implementation arrangements and progress of technically supported areas such as Monitoring and Evaluation (M&E), Environment and Social Safeguards, Communication and Fiduciary etc. Further, project is expected to restructure its initial design especially, budget allocation among main components during the MTR period. The following table shows the specific objectives and its descriptions which are expected to be measured through the survey.

Objectives	Description
<p>(1) To evaluate the relevance, appropriateness and coverage of the introduced livelihood opportunities</p>	<p>This objective explains the community development and livelihood enhancement program’s objectives and activities relevant to address the real needs in targeted villages. Also it measures which activities of the community development and livelihood enhancement program showed the greater relevance for the beneficiaries. The instances of community self-initiatives and mobilization will also measure the program’s responsiveness on gender needs, social and cultural values, existing conditions and practices etc.</p>

<p>(2) To assess the efficiency, effectiveness and impact of the livelihood program</p>	<p>This objective measures the outputs set in the log-frame matrix has been delivered in a timely manner with the required quality, quantity and good value for money. In particular, it should also measure the return on investments related to the activities implemented under the community development and livelihood enhancement program. It will also evaluate the measures were taken during the planning and implementation to ensure that resources are efficiently used and outputs were timely delivered.</p>
<p>(3) To measure the coordination/ coherence, participation and integration among offices and the benefitted communities and to evaluate the sustainability initiatives taken by the program</p>	<p>This objective explains what extent are the benefits of the program likely to continue after the completion of the community development and livelihood enhancement interventions.</p>
<p>(4) To identify the lessons to be learned to inform the future program and how incorporate them with innovative project interventions to minimize the constraints raised with the implementation of livelihood program</p>	<p>This objective will measure the key areas which are needing for improvement in terms of design, approaches and implementation with particular emphasis on the partnerships and integration.</p>
<p>(5) To make the recommendations to implement the successful community development and livelihood enhancement programs</p>	<p>It is requested to provide valid and practically implemented recommendations based on the independent and evidenced based findings where the approval should get from the Project Steering Committee.</p>

This survey is scheduled to calculate the values at the Mid Term for following 03 indicators as mentioned in the Results Framework of the project.

1. Direct project beneficiaries (#), of which female (percentage) – Core Indicator
2. People with improved access to income generating activities as a result of project interventions (#) – Custom Indicator
3. Beneficiaries feel that properties and crops have increased protection and livelihoods have been enhanced due to project investments (percentage) - Custom Indicator

### 03. Scope of the Survey

The purpose of this survey is to assess and evaluate the initiatives and activities implemented by the sub-component 2(a) i.e. ‘Sustainable Use of Natural Resources for Livelihood Enhancement’ and 2(b) i.e. ‘Human-Elephant Co-Existence for Livelihood Protection’. Sub-component 2(a) is financed the identification and implementation of biodiversity friendly and climate-smart existing or new livelihood options through participatory Community Action Plans (CAPs). Both FD and DWC are engaged in developing the CAPs through community consultation process facilitated by the PMU. CAPs are reviewed and evaluated by the PMU and granted the approval for implementation. The Community Development and Livelihood Specialist together with responsible officers from the head offices of both FD and DWC are monitored the implementation process of each CAP. However, it is needed to do an independent monitoring of each CAP and it is also included into the scope of this study. The project is also financed for capacity development in livelihood development, business development and finance management where they focus on natural resources management and co-management of forest and wildlife resources. The level of satisfaction by the trainees will also evaluate through this survey.

Sub-Component 2(b) is financed the scaling up successful human-elephant pilot projects within high Human-Elephant Conflict areas. PMU is implemented the activities related to this sub-component with the technical guidance of the DWC. Accordingly, PMU was able to establish villages fences in some selected villages in Kurunegala and Anuradhapura districts. The process of establishing the village fences were succeeded with the participation of communities where a community fund was introduced for Operation and Maintenance (O&M) of the fence. It is required to conduct an independent evaluation on the O&M funds established by the project. Therefore, the scope of this survey will focus to fulfill that requirement as well.

The PMU and Implementing Agencies (IAs) are engaged in following component specific arrangement for the project implementation.

<b>Sub-Component 2(a)</b>	<b>Sustainable use of natural resources for livelihood enhancement</b>
<b>Role of PMU</b>	According to the original project design, the PMU is responsible for review scrutinize and get approval from WB for the proposals from field project sites, assist for batter implementation of community consultation processes, support to identify climate smart innovative livelihood options, capacity

	<p>building of field offices who are involved with 2(a) sub-component and coordinate to identify the relevant training institutes and marketing avenues etc. The PMU hired a Community Development and Livelihood Specialist to streamline the above mentioned processes and he is working with a situation analysis of the existing livelihood activities commenced by adjacent communities of each PAs.</p>
<p><b>Role of Implementing Agencies (IAs)</b></p>	<p>Both implementing agencies should develop Community Action Plans (CAPs) for each selected village / or village clusters through comprehensive community consultation process. The identified livelihood options should directly relate to the conservation of adjacent PA and should base on community demand and competitiveness to ensure ownership and sustainability respectively. Also the IAs are responsible for field implementation of community management activities and regular monitoring of the livelihood interventions. Further, IAs should do evidence based reporting on the implementation progress to the PMU and their head offices.</p>
<p><b>Sub-Component 2(b)</b></p>	<p><b>Human-elephant co-existence for livelihood protection</b></p>
<p><b>Role of PMU</b></p>	<p>According to the Project Appraisal Document (PAD) the responsibility of leading this sub component has entrusted to the Ministry in charge for the wildlife subject. The role of the PMU is to coordinate the activities coming under this sub component with the District Administrations, Divisional Administrations, Department of Wildlife Conservation and interested Community Based Organizations to implement the viable proven Human – Elephant co–existence models.</p>
<p><b>Role of Implementing Agencies (IAs)</b></p>	<p>The Ministry in charge of the Wildlife subject is responsible to provide the policy direction on any solutions for Human – Elephant conflict. DWC has to provide all technical assistance to implement this sub component and to play the key role in monitoring. In addition to that DWC is responsible to develop required Contingency Plans and to implement the same.</p>

A qualitative part of the survey should focus to evaluate the above roles and comprehensive analysis on challenges faced during the planning and implementation phases. Based on the findings

from the qualitative study, the selected consultant should provide sustainable arrangements and solutions for each identified issue for better implementation of the sub-components 2(a) and 2(b).

#### **04. Approach and Methodology**

- Literature review, including review of secondary sources such as analysis of project monitoring data, community consultation related data and Baseline and other related survey data etc.
- The sample size of the survey shall propose by the selected consultant from the selection process of the EOIs. The selected consultant should follow a representative sampling methodology with the agreement of the review committee in the PMU. The survey should cover the minimum 30% female beneficiaries and the sample size should calculate to fulfill that requirement.
- Further analysis of existing data sets (Monitoring data/Baseline data) to establish program's effectiveness quantitatively.
- For triangulation of quantitative findings, field visits to target areas and collection of qualitative data from a sample targeted beneficiaries - process should be participatory to the extent possible.
- In addition to assessing the appropriateness of the indicators used, a Return on Investment /Value for Money Analysis for various interventions to establish efficiency of financial resources allocated. The consultant(s) will be required to have a specific mention in their application for; (a) who will do this analysis and (b) how will do the analysis.
- Presentation of draft findings / debriefing after field data collections process and submit a draft report two weeks after the end of field data collection process.
- Writing of a detailed report and submission for feedback from all Technical Review Committee members appointed for the sub-component 2(a).
- Incorporation of feedback in the draft report and submission of the Final Report.

Deliverable basis payments will be processed based on the recommendations given by the Consultancy Procurement Committee appointed by the PMU. The final payment is dependent on the submission of a good quality, well-written final report or completion of agreed outputs (as

detailed in the section of Deliverables and Schedule). This report will be shared with FD and DWC in addition to other relevant internal and external stakeholders.

### **05. Essential and Desirable Qualifications, Experience of the Consultancy Team**

The consultancy team should consist with following team members with desired qualification and experiences.

Team Member	Desired Qualification	Experience
Team Leader	Post graduate degrees in Development Studies, Community Development, Development Studies and Social Sciences etc.	<ul style="list-style-type: none"> <li>– Solid similar experience of conducting evaluations of integrated program with particular focus on community development and livelihood enhancement programs.</li> <li>– Team leader should have more than 15 years of experiences in the above listed area/areas.</li> </ul>
Statistician	Post graduate degree in Statistics	<ul style="list-style-type: none"> <li>– Experiences on the data analysis of the socio-economic related surveys.</li> <li>– Statistician should have more than 10 years of experiences in survey data analysis.</li> </ul>

It is expected to have following experiences from the both members.

- Knowledge of the Sri Lanka’s Protected Areas’ (PAs) regional context and languages required within the team.
- Familiarity and technical knowledge of community consultation, community development, livelihood enhancement, the development of small scale social infrastructure, implementation of participatory and integrated program approaches, as well as practical experience of Return on Investment, value for money analysis tools and techniques etc.
- Familiarity with international quality and accountability standards applied in implementation of community development initiatives.
- Experience in the use of participatory methodologies and developing gender sensitive evaluation methodologies.
- Excellent Quantitative data analysis skills with proficiency in relevant statistical software such as SPSS (Statistical Packages for Social Sciences), STATA etc.
- Excellent written and spoken communications skills in both English and Sinhala.

- Previous experience of conducting evaluations particularly for community and livelihood focused programs.
- Inter-personal and analytical skills with an extraordinary level of diplomacy and tact while dealing with numerous stakeholders.

## 06. Deliverables and Schedule

This survey will tentatively start from 15<sup>th</sup> July 2019 as per following indicative break up of 35 days<sup>1</sup> including weekends.

Activity	Output/Deliverable	Indicative Duration (days) and Dates
(1) Literature Review, further analysis to produce and validate the quantitative findings and Inception Report	Inception Report shared	5 (15 <sup>th</sup> – 20 <sup>th</sup> July)
(2) Concern's internal review and inputs	Final Inception Report	3 (21 <sup>st</sup> – 24 <sup>th</sup> July)
(3) Data Collection in All PAs (Please refer the additional references and resources section to get an idea on PAs and working villages)	Data collected	15 (25 <sup>th</sup> – 10 <sup>th</sup> August)
(4) Initial report writing	Draft report shared	5 (11 <sup>th</sup> – 16 <sup>th</sup> August)
(5) Presentation on initial findings	Initial findings presented to concern	1 (17 <sup>th</sup> August)
(6) Concern's internal review and inputs	Reviewed report with feedback	3 (18 <sup>th</sup> – 21 <sup>st</sup> August)
(7) Final report writing	Final report with all feedback addressed	5 (22 <sup>nd</sup> – 27 <sup>th</sup> August)

After each output, concern will take 2-3 working days for review and providing inputs. All field related expenses will be responsibility of the consulting team. The plan may be changed due to un-avoidable circumstances. Simultaneous data collection is recommended in a PA with essential participation of assigned supervisor in each PA.

<sup>1</sup> When required, consultants can be arranged to work on national holidays.

## 07. Additional References and Resources

The following table shows the distribution of beneficiaries in each PA and villages.  
(As at 31st March 2019)

Name of the Protected Area/ Village	Number of beneficiaries		
	Male	Female	Total
<b>Sub-Component 2(a)</b>			
Hurulu - Anuradhapura	666	658	1,324
Hurulu - Polonnaruwa	189	64	253
Weerakkodichole - Puttalam	482	18	500
Knuckles - Kandy	155	76	231
Knuckles - Mathale	776	122	898
Sinharaja - Rathnapura	191	65	256
Kanneliya - Galle	174	90	264
Sinharaja - Matara	178	62	240
Bundala National Park - Hambanthota	423	76	499
<b>Sub-Total for 2(a)</b>	<b>3,234</b>	<b>1,231</b>	<b>4,465</b>
<b>Sub-Component 2(b)</b>			
Ganediwulwewa Village, Galgamuwa - Kurunegala	178	192	370
Kaduruwewa Village, Galgamuwa - Kurunegala	189	202	391
<b>Sub-Total for 2(b)</b>	<b>367</b>	<b>394</b>	<b>761</b>
<b>Total No. of Beneficiaries</b>	<b>3,601</b>	<b>1,625</b>	<b>5,226</b>

The data collection process will be facilitated by the PMU. Geographic information of the field will be provided by the PMU and contact of relevant officers of both FD and DWC will be provided. Further, Monitoring and Evaluation Specialist of the PMU will supervise and review the data collection process on sample basis.