

External evaluation of

**“Strengthening Civil Society Capacity to
Advocate for Mainstreaming Biodiversity”
(CAMB)**

Evaluation Report
10 June 2018

Executive Summary	3
Description of the project	4
Purpose of evaluation	4
Evaluation methodology	5
Findings	5
<i>Project design</i>	5
<i>Training manual</i>	5
<i>Regional training workshops</i>	6
<i>Advocacy plans</i>	7
<i>Contributions to the CBD process</i>	8
<i>Management and budget allocations</i>	8
Conclusions	8
<i>Relevance</i>	8
<i>Effectiveness</i>	9
<i>Efficiency</i>	10
<i>Impact</i>	10
<i>Sustainability</i>	10
Recommendations	11
ANNEX 1	12
Terms of Reference	12
ANNEX 2	16
List of participants in the evaluation	16
DOF	16
ANNEX 3	17
List of documents assessed	17
ANNEX 4	18
Evaluation workshop presentations	18

Executive Summary

- The CAMB project is a relevant and ambitious project, which has worked like a vitamin injection on a very complex matter (mainstreaming biodiversity into sector strategies) in a challenging context of required fast economic development.
- A detailed and comprehensive draft training manual and process has been developed and tested. Training material including webinars is made available on-line. In order to finalise the manual and make it useful, efforts have to be made to ensure the final version and its distribution before finalising the project.
- Capacity has especially been built with the national project partners in Nepal, Uganda and Kenya, but also in BirdLife and DOF. Specific outcomes are: new sources of funding for biodiversity conservation and initiated dialogue and cooperation with both local and national government on mainstreaming of biodiversity as well as examples relevant for CBD global negotiations.
- The project could have been more effective in capacity building among the other participating partners if the regional offices had been given a technical role in the project.
- The outcome of the project can be increased if new funding is found for support to the other partners trained in Africa and Asia, thereby building on the initial capacity building and the draft advocacy plans developed during the training workshops.
- There is specific opportunity to expand the use of the training manual and experiences to other parts of BirdLife's global network.

The evaluator would like to thank all participants for their fruitful input to the evaluation and for the open and frank dialogue during the whole process.

Description of the project

Dansk Ornitologisk Forening (DOF) received funding from the CISU managed Climate and Environment Fund for the Project *Strengthening Civil Society Capacity for Mainstreaming Biodiversity (CAMB)*. The Project began on 1 January 2017 and will end on 30 June 2018. It has a total budget of 3,328,800 DKK. The project cannot be extended beyond the agreed 18 months of implementation.

DOF implements the CAMB Project in partnership with the BirdLife Global Secretariat (BLI)¹ in Cambridge, the Regional BLI secretariats in Asia and Africa and the BLI national partners, Bird Conservation Nepal (BCN), Nature Kenya (NK), and Nature Uganda (NU). These three organisations are also partners of DOF in the *Integrating Livelihoods and Conservation. People Partner with Nature for Sustainable Living (PPN)* Programme. The second phase of the PPN Programme was approved in December 2017, meaning that they will continue as partners of DOF beyond the completion of the CAMB Project and until the end of 2021.

The main objectives of the CAMB Project are to support the capacity of BirdLife Partners in Africa and Asia to enhance the ability to advocate for biodiversity mainstreaming into sectoral policies and practices, and to influence national policies related to CBD implementation. The primary and concrete output of the Project is a training package; the main activities two training workshops for Asian and African partners.

The BLI is the main responsible for developing the training package and facilitating the workshops with support from the two regional secretariats. A team of two DOF staff is managing, coordinating and supervising the Project with support from DOF's financial department and communication staff for information in Denmark.

CISU has required an external evaluation of the Project. DOF decided together with the partners in the CAMB Project that the evaluation should take place before the end of the Project so that the final report and lessons learned documentation of the project can take account of the findings and recommendations of the evaluation.

Purpose of evaluation

The core purpose of the evaluation is to assess the relevance, effectiveness, efficiency, expected impact and sustainability of the CAMB project as a whole, applying the OECD/DAC standard evaluation criteria², with specific consideration to:

- **Impact:** Since the project is focused on training and providing training material and not directly involved in on-the-ground implementation, tangible impact – if any - is indirect, and will ultimately depend on many other (non-project) elements and factors. The evaluation of the impact has taken this into account.
- **Sustainability:** Sustainability of a project with a capacity building objective and of the given size and time frame is determined by activities in the organisation and by the training participants after the project has been finalised. Therefore, the evaluation of sustainability will be an evaluation of the organisation's engagement in the core issue of the project.

¹ Umbrella organisation for birdwatchers' organisations worldwide

² <http://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>

The evaluation was conducted by Helene Bjerre-Nielsen, SYTTEN (primarily) and Kris B. Prasada Rao, PEMconsult.

Evaluation methodology

The evaluation was carried out according to the TOR (annex 1) and consisted of the following overall steps:

- Start-up meeting with DOF
- Document review
- Evaluation workshop in Cambridge
- Individual evaluation interviews (in Cambridge and over Skype)
- Analysis and report preparation
- Presentation of findings to DOF including management and partners (in Copenhagen, latter participating on Skype)
- Final report

The evaluation was limited to primarily desk study as well as a workshop and interviews with primary project partners. The evaluation was thus not based on observations in the specific partner countries (Nepal, Kenya, and Uganda). Neither did the evaluation include interviews with other project beneficiaries, such as other participants in the training, nor with government officials and other relevant stakeholders. The evaluation is therefore primarily an “internal” project evaluation conducted by external consultants.

Findings

Project design

The project was designed based on dialogue between DOF and the three national partners (Uganda, Kenya and Nepal) under the PPN project mentioned and inspired by the funding opportunity in the Danish Climate and Environment Fund managed by CISU. BLI was involved after dialogue with CISU and based on DOF’s wish to utilise the capacity of BLI as a strong global partner. Through this addition to the project organisation, the regional BLI offices in Africa and Asia were also included in the project.

Based on the interviews and documents it has been found that the project could have been designed with a stronger technical involvement of the BLI regional offices, as these two offices have only had a logistical role in relation to the regional workshops. The overall design and allocation of resources between the partners is assessed not to have a negative impact on the project’s results overall, but the project could have more outcomes in more countries and at the regional level with a technical involvement to the BLI regional offices.

Training manual

The training manual is under the project’s first objective “BirdLife partners in Africa and Asia have enhanced ability to advocate for biodiversity mainstreaming in sectoral policies and practices” as the first expected output described as “Training package on policy and advocacy including for biodiversity mainstreaming for BirdLife partners”.

The manual was not fully finalised at the time of the evaluation. The assessed version was dated 5 April 2018. It contained 103 pages in two clusters, 1) The Convention on Biological Diversity (CBD) and

mainstreaming – theoretical background, and 2) Designing and implementing and advocacy strategy for biodiversity mainstreaming. The target group for the manual is BLI partners worldwide with an emphasis on developing countries.

The first part of the manual/training package is comprehensively covering both CBD and other Multilateral Environmental Agreements (MEAs) as well as the UN's 17 global goals for sustainable development (SDGs). The material and information are thorough, with both examples (e.g. from the CAMB participating countries) and numerous links to further information. It also includes a thorough chapter on mainstreaming of biodiversity into other sector policies.

The second part of the manual/training package is both an introduction to advocacy (by civil society) and a detailed “cooking book” on e.g. “how to make sure the minister gets your letter” and “useful conflict management techniques”. This part of the manual also includes some examples from real life as well as detailed information boxes.

Towards the end of the manual (pg. 89) is a chapter on “Data collection and using science in policy making”. In light of the fact that BLI and its partners historically are founded on gathering bird watchers and their data observations, it is somewhat surprising that this element of the advocacy training is included only at the end of the manual. The science established through the bird watchers' data is assessed to be the strongest advocacy tool BLI and its partners possess. It is a tool which few other environmental NGOs have. So, this element could have a much more prominent place in the manual and throughout the manual.

During the workshop and interviews in Cambridge, it became clear that the process of developing the manual had been negatively impacted by BLI staff turnover as well as the level of ambition initially decided on compared to the allocated resources. It was not possible to gather further information on how the list of content or the size of the manual was decided upon, nor what the detailed discussions were regarding target groups and format. However, it seems like the development of the manual could have been optimised through a closer cooperation between the policy department and the capacity department at BLI, as the capacity department has more experience in development of training manuals.

On the positive side, the national partners expressed that sections of the manual are very useful in their daily work.

The training manual provides substantial important information and guidance on global environmental agreements, mainstreaming biodiversity and on advocacy – the first part is almost like a reference document or comprehensive teaching book. The second part on advocacy is very much “hands on” and could stand by itself.

In order to finalise the manual, clear decisions have to be made regarding the manual's layout and further distribution in order for the manual to be fully useful and functional.³

Regional training workshops

The core of the capacity building process was two five-day workshops – one in Singapore (October 2017) and one in Nairobi (November 2017) with BLI partners in the two regions. Included in this output is also follow-up webinars on specific topics.

³ The project has after the finalisation of the evaluation decided on a clear plan for finalisation of the manual.

The regional BLI office for Asia was responsible for the logistics for the Singapore training workshop and the BLI regional office for Africa was responsible for the logistics for the Nairobi training workshop. The trainers came primarily from BLI. There were 12 partner representatives from 12 Asian countries participating in Singapore and 13 partners from 12 African countries participating in Nairobi.

The workshop programme was comprehensive and covered all the issues included in the training manual, as well as cases presented by some of the participants. The training also included role play simulating dialogue with media and politicians, as well as hands-on practical exercises with developing advocacy plans. The training was not specifically conducted as training of trainers.

The feedback from the workshops were in general positive, with a stronger positive voice after the Africa workshop. The reason is that experiences from the Asia workshop were utilised to optimise the Africa workshop. The participants possessed a broad range of knowledge and experience in the field of biodiversity and mainstreaming, which resulted in a broad range of feedback, from the quite negative to very positive due to the different level of skills among the participants. This added a challenge to the workshops, but when looking at the overall assessments, in general participants at all levels of knowledge took home some new inspiration and energy to work with the issue in their daily assignments.

The three priority national partners started already the work with mainstreaming and advocacy through closer dialogue and interaction with their respective environment ministries and other relevant agencies before the training was conducted at regional level. This provided both input to the training manual as well as concrete examples presented in the regional training workshops.

Overall, training workshops were well planned and conducted, and the more interactive parts with role play and advocacy plans development were particularly useful for the participants.

Interviews and document review also revealed that real capacity has been built in the three priority countries on the mainstreaming of biodiversity into sector policies, as well as on advocacy.

Advocacy plans

An important output of the CAMB project is the advocacy plans. As mentioned above, the development of advocacy plans was covered in detail in the two training workshops and a total of 23 plans (10 in Asia and 13 in Africa) were drafted based on a clear format with detailed guidance. These drafts were commented on by a group of BLI staff. Feedback was provided in writing, at a webinar and direct dialogue over Skype. The webinars are available online for those unable to attend. Five partners submitted second and third drafts. The quality of the 23 advocacy plans varies quite significantly, which is also reflected in the comments.

The three focus national partners have, as a result of the more thorough process they were engaged in, developed solid and comprehensive advocacy plans, which they are actively using in their daily work. Their effort has provided them direct dialogue and cooperation with relevant government agencies – often through the local level – with increased interaction and involvement also at national level. The list of specific interactions and contributions from each of the three countries is impressive including local mainstreaming workshops with engaged local authorities and stakeholders, invitations to participate in national CBD process as well as government reaching out for advice and dialogue. A particular interesting outcome of the project is NK's advocacy with the private wind farm sector, which has resulted in securing specific funding for mitigation of negative impact of the wind farm on migrating

bird. Likewise, in Nepal, BCN has been able to advocate for local government funding for conservation in special nature areas.

Contributions to the CBD process

CBD is the overall global convention on biodiversity signed and ratified by national governments. It is a complicated international agreement, which is not easily translated into national or local specific actions. As it is a governmental agreement, civil society has not been granted access to information or given space for providing input to national reporting and statements under the convention.

However, the CAMB project has in the three focus countries provided the national partners with a reason to access the CBD responsible government agencies and thereby they have gained significant influence on the national CBD preparation and reporting. Based on the interviews and progress reporting, it is found that the project has provided a timely and needed input to the governments, not least due to the specific and detailed training of the national partners in the focus countries.

In addition, the concrete experiences (e.g. case studies, specific advocacy experience, and working on mainstreaming while using different tools) from the three national partners, are fruitful examples of practical ways for BLI to influence global meetings under the convention. The project has enabled top-down and bottom-up exchanged.

Management and budget allocations

The project has been managed by DOF with quarterly progress and financial reporting requirements. There have also been bi-monthly skype meetings on progress and challenges. DOF has visited the three focus national partners in connection with the PPN project and used these opportunities to also follow up on the CAMB project. Quarterly financial reports have been more a challenge than progress reports.

The budget was well prepared and only a few deviations have occurred. The budget is distributed with 41% to the three priority national partners (BCN, NK and NU) and 29% to BLI and 30% to DOF (including project margin and external evaluation). The final distribution of financial resources among the partners will only be known at the end of the project, however there are indications that BLI has overspent on person-hours, as the task was bigger than foreseen.

The interviews and workshop in Cambridge revealed that the reporting requirements were found to be overly intense and demanding. DOF's staff on the other hand argued that the reporting required was necessary due to the need for close monitoring of the short-term project as well as reporting requirements of DOF's senior management.

It is assessed that there are strong arguments for quarterly reporting especially for a short project with a complex organisation and many partners. On the other hand, the reporting could have been done more simply with using the logframe as a simple reporting template, and only providing narrative reports six-monthly including financial status.

Conclusions

Relevance

CBD initially included a target for stopping the loss of biodiversity by 2010. As it was realised that this target would not be met, a new milestone was set by 2020. Sadly, more and more evidence indicate that the 2020 target will also not be met, with only 18 months to go. Mainstreaming biodiversity into other

sector policies and plans is an important visionary tool to take new approaches to finally tackle the threat to nature, and it is therefore also one of the targets in the 2011-2020 CBD Strategic Plan. The objective of the CAMB project is that “BirdLife partners have enhanced ability to advocate for biodiversity mainstreaming into sector policies and practices” and “BirdLife partners influencing policies related to CBD implementation”. So, context-wise the CAMB project is a highly relevant project.

Looking at the project’s overall goal and attainment of its objectives it is a very ambitious project, with a gap between the objectives’ level of ambition and the actual activities implemented. The project appears to be thought of by the project partners as a “at least we do something on this” type of intervention, with a strong wish for a much more substantial long-term project. It is a project that optimistically hopes for impact primarily based on training of civil society in a context of developing countries focusing on achieving substantial economic development.

Effectiveness

The following outputs have been reached:

- 1) 23 BLI partners have been given specific and solid training in mainstreaming of biodiversity and advocacy.
- 2) The training material will be made available to other BLI partners in other parts of the world.
- 3) 23 advocacy plans were drafted and five of them have been further detailed. Three of these are documented being implemented.

The following outcomes have been reached:

- 1) The three priority national partners made an important change in their focused effort on direct dialogue and cooperation with relevant government agencies – often through the local level – with solid effect also at national level.
- 2) BCN, NK and NU are now all three part of the CBD national preparation and influencing the national CBD implementation, which potentially could contribute to impact
- 3) BLI can utilise the national partners experiences from the project in their CBD work.
- 4) Experience has been gained in across in the project’s network of partners, benefiting both ways across continents.

It is assessed that the project’s first objective of enhanced capacity has been achieved, particularly when it comes to the three priority national partners, but also among the other participating BLI partners.

However, the achievement of the project’s second objective on influencing policies related to CBD implementation appears weaker except for the three priority national partners due to the extra resources used there. It has not been possible to assess whether other of the BLI partners trained have also embarked on a closer interaction with their national governments in the CBD implementation, as the project does not include reports coming back from these partners. This is also linked to the organisational set-up and the none-technical involvement of the BLI regional offices.

The second objective is ambitious and in reality, cannot be achieved in 18 months due to the complexity and challenges of the issue. More effort and time will be needed in order to reach the targeted 20 final advocacy plans and number of partners contributing to CBD national positions given as indicator for the project.

Efficiency

The CAMB project is a partnership project involving a wide range of partners from a donor country national partner (DOF), over a global umbrella organisation and two of its regional offices (BLI), to national BLI partners in developing countries (BCN, NU, and NK). It has a certain price to implement such a diverse and geographically spread project, as it requires significant coordination, communication, and follow up.

The CAMB project has developed a new training manual and a training programme from the ground, which has been costly. It is assessed that this part of the project's efficiency is negatively impacted by the fact that BLI staff changed on the way and extra efforts had to be made to finalise the manual. The staff turnover has also negatively impacted on the project's use of existing in-house BLI experiences with capacity development and training manuals. Having said this, staff turnover is a general challenge in a global civil society organisation dependent on project funding and with less employment security than a government agency or a private company normally can offer.

The project's efficiency is also building on the fact that DOF, BCN, NU and NK is running the PPN project – from January 2018 in phase II. It means that opportunities to meet and interact have been more frequent than if the CAMB project had been a stand-alone project. This has added positively to the project's efficiency.

Keeping the above-mentioned elements in mind, the CAMB project is assessed overall to have been efficient in its use of resources.

Impact

The project does not in itself have direct impacts - only indirectly contributes to impact. In order to have impact other factors such as an enabling institutional environment, a conducive policy framework, a legal and regulatory system to govern actions that influence biodiversity protection and use of natural resources and investments in the implementation of CBD actions has to be in place.

Keeping this in mind, the role of civil society should be underlined, and especially the role of a network of nature NGO's which is founded on science, as BLI is. So, it is assessed that the project with the given outcomes – especially in the three priority national partners – but also with BLI and DOF, there are good reason to believe that the project over time will have a positive impact – provided other parameters are working in the same direction.

Sustainability

The direct sustainability of the CAMB project is related to what extent the training manual is being used and whether training of people continue. Efforts are made to make the manual and other training material available to the whole BLI network. However, it is not known if funding will be available for the actual training. So, the direct sustainability is unsure, however within reach.

The sustainability of the CAMB project is also linked to whether the partners have mainstreaming of biodiversity included in their organisational strategies. And whether funding can be secured for the work. The first element has been secured in the three priority national partners – either directly reflected in their strategy or included in their annual work plans. The funding element is more unsure; however, it is assessed that the three partners have seen the great benefit of their strengthened capacity for advocacy that they are pooling resources across different projects in order to be able to have a full-

time advocacy manager. The sustainability of the project will depend on the partners continued effort and focus, including prioritising participation in and contribution to the CBD processes. This will be possible to monitor through simple counting of participating BLI partners from Africa and Asia.

Recommendations

Building on the assessments and conclusions above the following recommendations are given:

- New and longer-term funding should be mobilised for expanding the experiences from BCN, NK and NU to the other BLI partners which participated in the training. The regional offices should play a central role in future training development. Science and data should be given a more prominent role in relation to advocacy. This would enhance the effectiveness of the CAMB project.
- New and longer-term funding should be mobilised to replicate the CAMB project (with smaller adjustments and more resources at national level) with BLI partners on other continents through regional BLI offices. This would increase the efficiency of the CAMB project, as training materials could be reused.
- DOF, BCN, NK and NU should through the implementation of the PPN project continuously identify opportunities to further strengthen the CAMB project results in Nepal, Uganda and Kenya. This would increase the sustainability of the intervention, as these partners are the front runners.
- BCN, NK and NU strategically continue to prioritise participation and contribution to the national and global CBD processes.
- DOF could use the CAMB project experiences to gear the organisation's influence on mainstreaming biodiversity in sector policies in Denmark, where biodiversity is also under serious pressure due to land management.

ANNEX 1

Terms of Reference

EVALUATION *TERMS OF REFERENCE*

1. Background

Dansk Ornitologisk Forening (DOF) received funding from the CISU managed Climate and Environment Fund for the Project *Strengthening Civil Society Capacity for Mainstreaming Biodiversity (CAMB)*. The Project began on 1. January 2017 and will end on 30. June 2018. It has a total funding of 3.328,800 DKK and cannot be extended beyond the agreed 18 months of implementation.

CISU requires an external evaluation of the Project. This Terms of Reference (TOR) outlines the background, tentative tasks and timing of the evaluation. DOF decided together with the partners in the CAMB Project that the evaluation shall take place **before** the end of the Project so that the final report and lessons learned documentation of the Project can take account of the findings and recommendations of the evaluation. Because we are still implementing the Project, not all activities have yet been finalised. This TOR should therefore be regarded as a draft. The final TOR will be discussed and agreed with the evaluation consultant.

DOF implements the CAMB Project in partnership with the BirdLife Global Secretariat in Cambridge, the Regional BirdLife Secretariats in Asia and Africa and the BirdLife Partners, Bird Conservation Nepal (BCN), Nature Kenya and NatureUganda. These three organisations are also partners of DOF in the *Integrating Livelihoods and Conservation. People Partner with Nature for Sustainable Living (PPN)* Programme. The second phase of the PPN Programme was approved in December 2017, meaning that they will continue as partners of DOF beyond the ending of the CAMB Project and until the end of 2021. A team of two DOF staff is managing, coordinating and supervising the Project with support from DOF's financial department and communication staff for information in Denmark.

The main objectives of the CAMB Project are to support the capacity of BirdLife Partners in Africa and Asia to have enhanced ability to advocate for biodiversity mainstreaming into sectoral policies and practices, and to influence national policies related to CBD implementation. The main and concrete output of the Project is a training package; the main activities two training workshops for Asian and African partners, both of which were held in the autumn of 2017 with the participation of a total of 26 BirdLife Partners (13 in each region).

The BirdLife Global Secretariat is the main responsible for developing the training package and facilitating the workshops with support from the two Regional Secretariats. BirdLife has engaged several of its staff to support this work, including contributing with resources, which are not paid by the Project. The BirdLife team is led by two staff from the Policy Department, one of which is the main responsible. There have been some changes in the team as the original BirdLife coordinators of the Project have been replaced by new staff.

For implementation at national levels BCN, Nature Kenya and NatureUganda have developed advocacy plans and piloted mainstreaming processes in Nepal, Kenya and Uganda. DOF has as an activity of information in Denmark produced a short video clip for young people on the importance biodiversity⁴.

The core CAMB team consists of two staff from DOF, two staff from the BirdLife Secretariat in Cambridge, BCN, Nature Kenya and NatureUganda and one staff from each of the two Regional Secretariats. The CSOs of BCN, Nature Kenya and NatureUganda are part of the team. The CAMB team holds bi-monthly skype meetings during which progress, challenges, budgets, plans and other important issues are discussed and decided. The CAMB team has also met during the two workshops in

⁴ Not yet finalised

Singapore and Nairobi. As part of its supervision responsibilities the DOF team has visited each of the partners individually and has held meetings on CAMB. During the Programme Steering Committee meeting for the PPN Programme in January 2018 DOF also had a meeting on CAMB with the three partners. One member of the DOF team has visited Cambridge on several occasions for the inception meeting, the planning of the training workshops and finalisation of the manual. It is envisaged that members of the CAMB team hold a workshop in Cambridge in May (just after the evaluation) with the purpose to discuss lessons learned, challenges and experiences from the Project, and how to ensure continued use of the Project outputs and a continued focus on the mainstreaming biodiversity agenda. Each partner submits quarterly narrative and financial reports to the DOF team, who synthesizes the partner reports into one joint Project report. Work plans with milestones are produced and regularly revised at both partner and overall Project level.

2. The training package

The training package includes a manual, face to face training workshops, online training/webinars and an extranet page. The manual introduces the CBD and the process of mainstreaming biodiversity, including tools for developing advocacy plans and approaches. It was drafted by the BirdLife Secretariat prior to the workshops, and its contents used as training materials at the workshops. The package was finalised after the workshops based on experiences and feedback from participants. The manual and other project materials can be viewed on the CAMB site at the BirdLife extranet. The extranet is accessible to all staff of BirdLife Partners with a password. There is currently no funding to pay for resources to promote and implement the package after the Project has ended but it is envisaged in the Project Document that the BirdLife Secretariats will continue to promote it among its Partners when opportunities arise. The CAMB partners may also look for opportunities for funding to continue the capacity building process after this Project has ended. The manual will be available in an online version on the BirdLife extranet, on dof.dk and partners' websites. It will probably also be printed in a limited number for distribution.

3. Objective and Approach of the Evaluation

The main objective of the evaluation of the CAMB Project is to assess the process of developing, using and sharing the training package as well as the manual itself with its content. It is important for DOF and for BirdLife to gather knowledge and experiences on how to best contribute to enhanced capacity of Partners, what works and what does not work and the importance of providing training packages (manuals, trainings, webinars etc.).

The consultant shall:

1. Review the content of the manual and assess its usefulness for wider use both within and outside of the BirdLife Partnership. This also includes an assessment of its contents and lay out and recommendations on how it could be improved, and used;
2. Assess the training and capacity building process, including the concept, planning and implementation of the training workshops and the BirdLife Secretariat follow up with participants, including online training/webinars;
3. Assess the extranet page and its content and the sustainability of the planned use of the materials;
4. Evaluate relevance, effectivity, efficiency, expected impact and sustainability of the Project as a whole, including the steering of the Project, distribution of roles and the budget;
5. Evaluate the three national partners' mainstreaming of biodiversity activities at national levels and assess implementation in the three countries. This includes questions on the development

and use of advocacy plans, how activities were planned, carried out and successful and how they have helped strengthen the partners' capacity and role as key players in the mainstreaming process in their countries;

6. Assess how the Project supports BirdLife's engagement of the Partnership in CBD processes, nationally and internationally;
7. Assess the content and idea behind the DOF short video clip on biodiversity. The video will be widely distributed on DOF media and on the BirdLife extranet as part of the CAMB Project and beyond.

4. Required Qualification of the Consultant

The consultant shall have good knowledge of biodiversity, the environment and political processes, including preferably experience of working with the CBD. He/she shall have considerable experience from working with civil society partners from around the world and from developing and assessing training materials and capacity development processes, including training.

5. Scope of work, Approach and Payment for Services

The consultancy will take place in May 2018 when most of the activities have been finalised but the Project is still ongoing. This will both allow partners who come to Cambridge for the planned lessons learned workshop to participate in the evaluation workshop and to use the recommendations of the evaluation for the final reporting and sustainability plan.

The consultancy includes:

- Desk review of all Project documents and thorough review of the training materials
- Meeting with DOF and short inception note
- Workshop in Cambridge with members of the CAMB team and interviews with individual partners and BirdLife staff who have contributed to the Project
- Presentation of draft report to DOF and online to partners
- Final report

The evaluation has a duration of 12 days and will take place during May/June 2018. The Project team will provide assistance with accommodation and other practical issues. DOF is responsible for contracts with the consultant and payment of services. The consultant will be paid according to Danida rules, including per diem and covering of expenses for the Cambridge visit.

6. Reporting and schedule

Tentative schedule of consultancy:

<i>Task</i>	<i>Tentative timing</i>
Desk review of all relevant Project documents	
Inception note and meeting with DOF (if deemed necessary)	At the latest 7 th May
Visit the BirdLife Secretariat in Cambridge for workshop with all partners and interviews with individual partners	14-16 May (including travels)

Draft report shared with Project team	30 May
Final report	6 June

7. Background materials

- Project document with annexes and work plans
- Quarterly reports (financial and narrative)
- Training materials/manual
- Work-shop reports, including evaluations
- Access to the CAMB extranet page (access will be provided)
- DOF video on biodiversity
- Other documents if required

ANNEX 2

List of participants in the evaluation

BirdLife

- Melaine Heath (Director of Science, Policy and Information Department)
- Noelle Kumpel (Head of Policy)
- Dena Cator (CBD coordinator)
- Judit Szabo (responsible for the capacity part, developing the manual, webinars etc.)
- Kiragu Mwangi (coordinator of the capacity building department)

National partners

- Dianah Nalwanga – Nature Uganda
- Ishana Thapa – Bird Conservation Nepal
- Serah Munguti – Nature Kenya

BirdLife Regional Offices

- Ken Mwathe - BirdLife Africa
- Hum Bahadur Gurung - BirdLife Asia

DOF

- Thomas Lehmberg, project manager
- Charlotte Mathiassen, project manager
- Mark Desholm
- Sigrid Andersen

ANNEX 3

List of documents assessed

- Project document with annexes and work plans
- Quarterly reports (financial and narrative)
- Training materials/manual
- Workshop reports, including evaluations
- Access to the CAMB extranet page (access provided)
- Advocacy plans and comments
- DOF video on biodiversity
- Other documents found relevant



ANNEX 4

Evaluation workshop presentations

Attached as pdf fil