

Review of the Terms of Reference: "Evaluation of EKN supported interventions in ASAL"

Operationalisation of institutional sustainability

Kenya



Advisory Report by the Dutch Sustainability Unit

Subject: Development of a set of criteria to measure institutional sustainability, to be incorporated in the following Terms of Reference: *Evaluation of EKN supported interventions in the ASAL (October, 2012)*.

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Nairobi,
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From: Netherlands Commission
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Dutch Sustainability Unit

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Reference: SU10

The Dutch Sustainability Unit (DSU) is hosted by the Netherlands Commission for Environmental Assessment (NCEA) on behalf of the Ministry of Foreign Affairs.

1. INTRODUCTION

The NCEA/DSU received a request from the Netherlands Embassy in Nairobi on 1 November 2012, to review the following Terms of Reference prepared by the embassy: “*Evaluation of EKN supported interventions in the ASAL (October, 2012)*”. In particular, the NCEA/DSU was asked to execute two tasks:

Firstly, identify criteria to measure institutional sustainability. The embassy defines Institutional sustainability as: to what extent are the organisations able to execute their tasks autonomously without being (partly) dependent on international donor support. Those criteria will be developed as a framework and will be added to the above mentioned ToR as an appendix.

Secondly, review the evaluation report and focus in particular on the institutional sustainability as defined. For this review use will be made of the criteria as stipulated in Appendix 1. This advisory review is expected to be submitted in the first quarter of 2013.

This advisory report is the result of the first request and has been executed as a desk study (for further information: see inside cover page).

Assessment framework

In appendix 1 the institutional sustainability criteria are presented. As starting point for the development of those criteria use has been made of the general sustainability framework that has been developed jointly by DGIS and partners including the NCEA/DSU in the first quarter of 2012. This general framework is presented in Appendix 2.

APPENDIX 1

Criteria to measure Institutional Sustainability

1. Governance		
	Assessment criteria	
Key sustainable issues	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
	<ul style="list-style-type: none"> The organisation has a clearly articulated long-term vision on environmental sustainability understood and shared by staff and constituency (citizens, clients, members) with an obvious potential to contribute to coherent national policies and legislation; 	<ul style="list-style-type: none"> The organisation has a clearly articulated long-term vision on environmental sustainability understood and shared by staff and constituency (citizens, clients, members) and which contributes to coherence and synergy between the MASP sector programmes;
	<ul style="list-style-type: none"> The organisation's senior management or board provides an overall direction and oversight, which respects generally accepted standards of accountability and credibility and thereby sets an example for improved and innovative environmental management; 	<ul style="list-style-type: none"> The organisation's senior management or board provides an overall direction and oversight, which respects generally accepted standards of accountability and credibility and thereby contributes to more efficient programme management;
	<ul style="list-style-type: none"> The organisation's leadership is accessible by, and fosters participation of constituents and thereby contributes to increased environmental ownership and decision making at large. 	<ul style="list-style-type: none"> The organisation's leadership is accessible by, and fosters participation of constituents and thereby contributes to more effective programme management (impact).
2. Management Practices		
	Assessment criteria	
Key sustainable issues	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
	<ul style="list-style-type: none"> The organisation has a clear organisational structure, with clearly defined lines of authority and responsibility, and transparent procedures for administration, recruitment and personnel management; Senior staff have the profile and capacity to relate to national legislators and policy makers, and to decision makers in environmental management at all administrative levels; 	<ul style="list-style-type: none"> The organisation has a clear organisational structure, with clearly defined lines of authority and responsibility, and transparent procedures for administration, recruitment and personnel management; Senior staff have the capacity to contribute to further programme development.

	<ul style="list-style-type: none"> The organisation's operational plans reflect its strategic plans and are developed and regularly updated in function of programme implementation and monitoring of process and impact; Such long-term strategic plans as well as short-term operational plans are contextualised against the backdrop of environmental and climate change realities and opportunities, policies and legislation; 	<ul style="list-style-type: none"> The organisation's operational plans reflect its strategic plans and are developed and regularly updated in function of programme implementation and monitoring of process and impact; The implementation of these long-term strategic plans as well as operational short-term operational plans contributes to ongoing programme development;
	<ul style="list-style-type: none"> The organisation fosters a culture of organisational learning based on a regular validation and dissemination of results among constituents. Lessons learned will be fed into ongoing review of framework conditions for environmentally sustainable development. 	<ul style="list-style-type: none"> The organisation fosters a culture of organisational learning based on a regular validation and dissemination of results among constituents. Lessons learned will be fed into regular programme adjustment.
3. Human Resources		
	<i>Assessment criteria</i>	
<i>Key sustainable issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
	<ul style="list-style-type: none"> The organisation's human resources are planned in function of capacity needs, strategic objectives and performance evaluations implemented against clearly formulated terms of reference; 	<ul style="list-style-type: none"> The organisation's human resources are planned in function of capacity needs, strategic objectives and performance evaluations implemented against clearly formulated terms of reference;
	<ul style="list-style-type: none"> The organisation's salaries are clearly structured and competitive as compared to other donors and not too distant from the benefits of civil servants. 	<ul style="list-style-type: none"> The organisation's salaries are clearly structured and competitive as compared to other projects or partnerships within the programme.
4. Financial resources		
	<i>Assessment criteria</i>	
<i>Key sustainable issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
	<ul style="list-style-type: none"> The organisation has appropriate and adequate financial procedures and reporting systems in place; acceptable according to nationally accepted management standards; 	<ul style="list-style-type: none"> The organisation has appropriate and adequate financial procedures and reporting systems in place; acceptable according to programme management standards;

	<ul style="list-style-type: none"> A regular budgeting process is developed and integrated into annual plans of operation, adequate financial and inventory controls exist, as well as regular internal and external financial reviews to assure accountability and transparency; which should be compatible with national standards and regulations; 	<ul style="list-style-type: none"> A regular budgeting process is developed and integrated into annual plans of operation, adequate financial and inventory controls exist, as well as regular internal and external financial reviews to assure accountability and transparency; compatible with programme management standards;
	<ul style="list-style-type: none"> The organisation has diversified its resources in order to contribute to long-term activities and is using service fees and/or other cost recovery mechanisms built into service delivery; Local resource generation capacity has been identified and provisions for additional financial resources and fund raising have been developed. At the medium and long-term, the magnitude of funding is in line with regular streams of income for service provision (e.g. via the privatisation of services or user charges). 	<ul style="list-style-type: none"> The organisation has diversified its resources in order to contribute to long-term activities and is using service fees and/or other cost recovery mechanisms built into service delivery; Local resource generation capacity has been identified and provisions for additional financial resources and fund raising have been developed. Core funding is only covered for activities and duration covered by the programme.
5. Service delivery		
	<i>Assessment criteria</i>	
<i>Key sustainable issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
	<ul style="list-style-type: none"> The organisation is capable of adapting its programme and delivery of services and other benefits, which are perceived as adequate and cost-effective, to the changing needs of its constituency; There is a clear potential to take service provision to scale at a national level. Indicators of success and impact have been jointly identified and established for each objective and serve the purpose of regular programme adjustment for service delivery at national level. 	<ul style="list-style-type: none"> The organisation is capable of adapting its programme and delivery of services and other benefits, which are perceived as adequate and cost-effective, to the changing needs of its constituency; There is a clear potential to take scale service provision up to a programme level. Indicators of success and impact have been jointly identified and established for each objective and serve the purpose of regular programme adjustment for service delivery, at a programme level.

6. External relations and advocacy		
	<i>Assessment criteria</i>	
<i>Key sustainable issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
	<ul style="list-style-type: none"> The organisation plays a leading and/or influential role in promoting coalitions, networks and advocacy; which feeds into the national policy dialogue on NRM, climate change, environmental management, water management and economic growth. The organisation has contact with decision makers and is able to engage policy makers in policy dialogues and thereby successfully influences the institutional framework (i.e. decision making in policies and legislation) and development planning at national and local level. 	<ul style="list-style-type: none"> The organisation plays a leading and/or influential role in promoting coalitions, networks and advocacy; which feeds into EKN's involvement in policy dialogue on NRM, climate change, environmental management, water management, food security and economic growth. The organisation has contact with decision makers and is able to engage policy makers in policy dialogues and thereby successfully influences the institutional framework (i.e. decision making in policies and legislation), and development plans; This provides the EKN with the opportunity to feed the policy dialogues with familiar experiences.
	<ul style="list-style-type: none"> The organisation has access to knowledge and service organisations to strengthen the short and long-term benefits of its constituency; The organisation is effectively participating in international, regional and national knowledge and service networks. The organisation has developed good relations with the private sector for technical resources and for sustaining services in an effective manner through the development of competitive and affordable service markets. The organisation is regarded as a credible and valuable resource to government, donors and main actors in environmental management. 	<ul style="list-style-type: none"> The organisation has access to knowledge and service organisations to strengthen the short and long-term benefits of its constituency; EKN is effectively linking up to Dutch expertise in knowledge and service organisations (private sector, PPP etc). The organisation has developed good relations with the private sector for technical resources and for sustaining services in an effective manner through the development of competitive and affordable service markets; EKN actively plays a role in linking to Dutch business and investment opportunities. The organisation is regarded as a credible and valuable resource to the successful achievement of the MASP.

7. Participation		
	Assessment criteria	
Key sustainable issues	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
	<ul style="list-style-type: none"> Increased and affordable access to and participation in decentralised planning and provision of services, (legitimacy, equity, accountability, market-led orientation), in which the constituency is effectively supported by well-functioning and self-reliant local institutions. This serves as an example for participatory environmental governance at a national level. Development of policies based on participatory contribution of actors affected by the work of the organisation. 	<ul style="list-style-type: none"> Increased and affordable access to and participation in decentralised planning and provision of services, (legitimacy, equity, accountability, market-led orientation), in which the constituency is effectively supported by well-functioning and self-reliant local institutions. EKN utilises successful examples of participatory environmental management in its policy dialogue with government and in its further programme development. Development of policies based on participatory contribution of actors affected by the work of the organisation.
8. Institutional learning		
	Assessment criteria	
Key sustainable issues	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
	<ul style="list-style-type: none"> Sharing with government of validated lessons between constituents and external institutional and network partners. 	<ul style="list-style-type: none"> Sharing with the EKN of validated lessons between constituents and external institutional and network partners.
9. Institutional monitoring		
	Assessment criteria	
Key sustainable issues	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
	<ul style="list-style-type: none"> Process and impact monitoring of framework conditions, like e.g. policies, regulations with regards to market access/distortion and/or effectiveness and efficiency in service delivery provides government with valuable information on the desired and undesired effects of its policies and legislation. 	<ul style="list-style-type: none"> Process and impact monitoring of framework conditions, like e.g. policies, regulations with regards to market access/distortion and/or effectiveness and efficiency in service delivery provides the EKN with valuable information on the extent to which its MASP influences the framework conditions for a sustained environmental management, increased economic growth, water management and food security.

APPENDIX 2

Assessment framework for Sustainability Analysis of MASP's Food Security and Water programmes

Purpose: Mainstreaming sustainability in the MASP, Food Security and Water programmes

Overall goal: contributing to sustainable and equitable economic growth

Note: in all text where reference is made to S-E-CC, this reads as: Sustainability issues with specific attention to Environment and Climate Change

1. Political economy		
Key sustainability issues	Assessment criteria	
	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
1. Political framing and relevance of theme	<ul style="list-style-type: none"> Attention given (in debate and policy) to the way S-E-CC is 'framed' by the main actors involved 	<ul style="list-style-type: none"> Attention given to the political and societal debate about S-E-CC issues associated with the sector
2. Natural resources management (NRM) arrangements and responsibilities, including land-use planning	<ul style="list-style-type: none"> Administrative level of clear and unambiguous NRM and land-use planning arrangements present and effectively implemented. 	<ul style="list-style-type: none"> Linkages to the governance and management level(s) affecting natural resources in the sector programmes
3. Environmental economic and commercial costs & benefits	<ul style="list-style-type: none"> Attention given (In debate and policy) to the economic and commercial costs & benefits of sustainability issues, e.g. related to natural resources (degradation) and climate change 	<ul style="list-style-type: none"> Linkages to sustainability priorities based on economic and commercial costs and benefits
2. Policy culture & Representation		
Key sustainability issues	Assessment criteria	
	Context: related to FS and Water sector in country	MASP: related to FS and Water programmes in MASP
4. Primary processes implementer	<ul style="list-style-type: none"> The extent in which sustainability challenges of the sector are part of the primary processes of the implementer(s) – mandate, strategy, capacities, instruments. 	<ul style="list-style-type: none"> Attention given to strategic aspects of the lead institution, especially mandate, strategy, capacities, instruments and practices to carry out the proposed programme

5. Representation in decision-making	<ul style="list-style-type: none"> Equitable representation in policy and programme development, planning and implementation 	<ul style="list-style-type: none"> Attention given to equitable representation in decision-making and programme development
6. Accountability and transparency	<ul style="list-style-type: none"> Level of accountability and transparency on S-E-CC issues, by leading institutions and policy makers <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> Attention for an effective system whereby those who govern can be held accountable by those affected by NRM policy decisions. Note: gender sensitive!
7. Business interests (NL and locally)	<ul style="list-style-type: none"> Attention and priority given to business interests and challenges with respect to S-E-CC issues 	<ul style="list-style-type: none"> Level by which business interests with respect to S-E-CC issues are taken into account
3. Rule of Law		
<i>Assessment criteria</i>		
<i>Key sustainability issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
8. Law enforcement and corruption	<ul style="list-style-type: none"> Level of priority given to enhance law enforcement in relation to relevant S-E-CC legislation Priority given to reduce the level of corruption, especially with regard to natural resources and S-E-CC issues 	<ul style="list-style-type: none"> The extent by which measures to enhance law enforcement with respect to relevant S-E-CC issues is taken into account The extent by which relevant corruption issues are taken into account and adequate measures to counter this are proposed (i.e. practices that are against the law and established rights).
9. Contract security	<ul style="list-style-type: none"> The extent which a favourable business environment, especially contract security, exists in FS and Water sector 	<ul style="list-style-type: none"> Attention for contract security aspects and the business environment
4. Economic		
<i>Assessment criteria</i>		
<i>Key sustainability issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
10. Economic rationale national budgets	<ul style="list-style-type: none"> The importance of Agriculture and Water sector for the national economy and state income, and the extent this can be/is affected by S-E-CC issues 	<ul style="list-style-type: none"> Attention given to implications for the national economy and budget
11. Raw materials (continuity of supply, efficient use and production, energy supply)	<ul style="list-style-type: none"> Attention for medium- and long term trends with respect to availability of raw materials for a growing population and consumption trend 	<ul style="list-style-type: none"> Extent by which long term availability of raw materials essential for economic growth are taken into account
12. Business development services including appropriate technological innovation (RD&D)	<ul style="list-style-type: none"> Level of support and priority given to business support and RD&D that focuses at relevant S-E-CC issues 	<ul style="list-style-type: none"> Extent by which support is proposed to investments for Business Development Services, appropriate technology and RD&D, involving companies, NGOs and resource users

13. Sustainable trade	<ul style="list-style-type: none"> Priority given to sustainable trade as an agent for sustainable growth, with supportive policies 	<ul style="list-style-type: none"> Attention given to opportunities for more sustainable trade initiatives (with environment and social criteria)
5. Social		
<i>Assessment criteria</i>		
<i>Key sustainability issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
14. Demographic trends	<ul style="list-style-type: none"> Level of attention given to demographic trends in the integration of S-E-CC aspects in the sector 	<ul style="list-style-type: none"> Extent by which demographic trends are taken into account in the development of the sector programmes
15. Employment, wages and decent work	<ul style="list-style-type: none"> Level of priority given to employment opportunities and initiatives and policies to improve decent wages and work conditions Incidence of child labour 	<ul style="list-style-type: none"> Extent by which aspects of employment, minimum and living wages and decent work conditions are integrated
16. Land rights and security of tenure	<ul style="list-style-type: none"> Level of priority given to system of established land rights, security of tenure and social acceptance for resource users Percentage of land under legal and un-disputed tenure by land-owners (farmers, fishermen, cattle ranchers, forestry, industry, mining etc). <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> Extent by which land rights issues are taken into account, with attention for the relationship with environment and climate change issues <p>Note: gender sensitive!</p>
17. Households vulnerability (including income, food security and health)	<ul style="list-style-type: none"> Level of resource dependency Number of farmers, fisherman and workers earning an income above poverty level % of households with chronic food and nutrition insecurity % of households with serious health problems % of poor households vulnerable to environmental and climate change shocks. <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> Extent by which effects on household vulnerability, incomes, food security and health are taken into account <p>Note: gender sensitive!</p>
18. Mechanisms for equitable benefit sharing, taxes, fiscal system	<ul style="list-style-type: none"> Presence of mechanisms for benefit sharing, local taxes and a fiscal system that favours investments in S-E-CC issues 	<ul style="list-style-type: none"> Level in which mechanisms for benefit sharing, local taxes and a fiscal system are supported or integrated

	<ul style="list-style-type: none"> Level of revenues from natural resources exploitation that become available to local resource managers 	
19. Gender	<ul style="list-style-type: none"> Mainstreaming of gender attention in policies, and application in practice 	<ul style="list-style-type: none"> Extent in which gender is mainstreamed by concrete actions
6. Environment		
<i>Assessment criteria</i>		
<i>Key sustainability issues</i>	<i>Context: related to FS and Water sector in country</i>	<i>MASP: related to FS and Water programmes in MASP</i>
20. Land and soil degradation	<ul style="list-style-type: none"> Priority given (in policy and debate) to the main causes for land degradation and opportunities for land rehabilitation, how it affects economic production and creates social tensions Area (ha) of degraded land and land rehabilitation 	<ul style="list-style-type: none"> Extent by which relevant land degradation issues are taken into account as a central theme for S-E-CC.
21. Water (safety, security, access)	<ul style="list-style-type: none"> Attention for the multiple use functions of water resources, including safety, security and biodiversity Number of people affected by water related issues: scarcity, floods, access. <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> Extent by which multiple water use is taken into account as a central theme, with attention for how it affects economic production and creates social tensions. <p>Note: gender sensitive!</p>
22. Ecosystem services and spatial planning	<ul style="list-style-type: none"> Attention for broad set of ecosystem services, its role for economic productivity, safe environment and healthy society, as reflected in spatial planning. Level of implementation of spatial (land-use) plans (that take into account a broad view on ecosystem services and its stakeholders) <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> Extent by which effective spatial (land use) planning with ecosystem services is integrated <p>Note: gender sensitive!</p>
23. Forests	<ul style="list-style-type: none"> Attention given (in policy and debate) on the (economic) relevance of sustainable management of forest resources and carbon stocks Numbers of hectares sustainable managed, based on certification standard 	<ul style="list-style-type: none"> Extent by which sustainable forest management and management of carbon stocks is integrated in MASP

<p>24. Renewable energy</p>	<ul style="list-style-type: none"> • Priority given (in policy and debate) to energy production and reliability to users, and proportion of energy from (modern) renewable energy sources promoted <p>Note: gender sensitive!</p>	<ul style="list-style-type: none"> • Extent by which opportunities for a shift towards more renewable sources of energy is integrated <p>Note: gender sensitive!</p>
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