

TERMS OF REFERENCE: Protected Area Network Management and Building Capacity in Post-Conflict Southern Sudan Terminal Evaluation

I. Position Information	
1. Job Code Title:	Protected Area Network Management and Building Capacity in Post-Conflict Southern Sudan Terminal Evaluation
II. Background	
<p>South Sudan contains one of the largest untouched savanna and woodland ecosystems remaining in Africa as well as the Sudd, the largest wetland in Africa, of inestimable value to the flow of the River Nile. The 2007-2010 aerial surveys conducted by the Wildlife Conservation Society (WCS) and the Ministry of Wildlife Conservation and Tourism of the Government of Southern Sudan revealed:</p> <ul style="list-style-type: none"> • One of the largest, intact antelope migrations in the world comprising 1.2 million White-eared kob, Mongalla gazelle and tiang, which rivals the world-famous Serengeti wildebeest migration • Around 4,000 elephants and viable populations of other large bodied species such as giraffe, buffalo and the endemic Nile lechwe • Large carnivore species such as lion, leopard, cheetah and wild dog still exist • However, species have been decimated by poaching during the civil war (e.g. zebra, hartebeest and buffalo) and are at risk of local extirpation unless effective protection can be quickly mobilized. • Rhino have not been detected but local reports suggest that there may still be hope that this species persists. <p>These valuable national and global assets are threatened by escalating commercial poaching linked to the proliferation of firearms, conflict-linked displacements, competition for scarce natural resources (graze and water) and the presence of extractive industries exploring for oil and other valuable minerals. The root causes of those threats and the barriers to a long-term solution were described in the project document. These can be briefly summarised as including the following threats and root causes: i) a lack of integration of conservation in development planning; ii) conflict over natural resources; and iii) direct pressures on natural resources, including killings of wildlife. In the face of these threats, protected areas provide the cornerstone for a broader strategy embedding conservation in the landscape. There are currently six national parks and 13 game reserves legally created in South Sudan, covering 11.1% of the land area (90,755 km²), but the limited protected area human, physical, institutional and systemic infrastructure was largely destroyed during the civil war. Moreover, most of these protected areas, while created on paper, never underwent a consultation process with local stakeholders and protected area boundaries were never demarcated. Other constraints preventing the effective management of protected areas are inadequate enabling policy and capacity for wildlife management at the operational and administrative levels.</p> <p>The ideal, long term solution for protected areas management in Southern Sudan would be “<i>An ecologically representative and connected network of protected areas, subject to efficient management arrangements for the situation of Southern Sudan and adequately financed through multiple sources</i>”. This proposes of the Protected Area Network Management and Building Capacity in Post-Conflict Southern Sudan project to contribute to the ideal long term solution by laying the foundations for effective protected areas management firstly, reassessing the present protected area estate to ensure the identification of key migratory routes and wildlife corridors within the protected area network and secondly, building the capacity of the Ministry of Wildlife Conservation and Tourism to effectively manage and sustainably develop Southern Sudan’s key protected areas. To achieve this, the project will undertake a range of activities to deliver the following three outcomes:</p> <ol style="list-style-type: none"> 1. Capacity for protected area management strengthened 2. Management of four key protected areas improved (i.e. Southern, Bandingalo and Boma National Parks and Zeraf Reserve) 3. Sustainable financing of protected areas designed and enhanced. <p>The expected benefits of the project are the expansion of the protected area network of Southern Sudan by 350,000 ha and 6,800,000 ha of PA under improved management. Specifically, this will mean:</p> <ul style="list-style-type: none"> ▶ Improving the overall protected area institutional capacity, from a baseline of 42, 39, 32 % to 52, 50, 43 % for institutional, systemic and individual capacity scores respectively ▶ Increasing management effectiveness at the protected area level, from a management effectiveness tracking tools baseline of 25% to greater than 40% at Bandigalo, Southern and Zeraf and from 41% to greater than 50% at Boma and aligning the protected areas to IUCN category II and VI ▶ Increasing the financial sustainability of the protected area network, from a financial sustainability baseline score of 5% to 20%. <p>In the long-term, poaching and illegal use of wildlife will be contained and gradually reduced as protected area management becomes more effective; community wildlife partnerships will reduce pressures and increase awareness. Moreover, implementation of the Convention of Biological Diversity objectives will be realized through the creation, enlargement and management of protected areas, the involvement of rural communities, the sustainable use of natural resources and the integration of wildlife into land-use planning and development.</p>	
III. Organizational Context	

The Protected Area Network Management and Building Capacity in Post-Conflict Southern Sudan project (PIMS 4000) was designed to: Addresses the first Strategic Objective in the GEF Biodiversity Focal Area: *Strengthening National Systems of Protected Areas* and meets the eligibility criteria under Strategic Program 3: *Strengthening Terrestrial PA Systems*. The project contributes to this strategic objective by establishing a core network of protected areas covering an estimated 68,000 km² of globally important habitat supporting one of the largest land mammal migrations on earth. Southern Sudan currently has very limited functioning protected area network because of the long civil war. Securing the four protected areas (Zeraf, Bandingalo, Southern, and Boma) through improving the ground management effectiveness will expand the PA coverage under effective management from 20,000 km² (Boma Park) to 68,000 km². The project will strengthen the capacity of the GoSS and the MWCT at the site and central levels and consolidate the legal, planning and institutional framework providing the foundation for biodiversity conservation and overall protected area network management in the Southern Sudan. This is expected to enable GoSS to take the necessary steps towards an expanded protected areas network strategy and begin to implement it through government-private sector-NGO-community partnerships. Progress will also be made on steps toward sustainable financing of protected area systems through public and private partnerships and financing, as capacity increases.

Evaluation approach and method

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluation should include a mixed methodology of document review, interviews, and observations from project site visits, at minimum, and the evaluators should make an effort to triangulate information. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the [UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects](#). A set of questions covering each of these criteria have been drafted and are included with this TOR (*fill in Annex C*) The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, **in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders**. The evaluator is expected to conduct a field mission to **Boma National, Southern National Park, Bandingilo National park**. Interviews will be held with the following organizations and individuals at a minimum: Ministry of Wildlife Conservation and tourism, South Sudan Wildlife Conservation Service, Ministry of Environment and Forestry, Natural Resources Management Group Wildlife Conservation Society(WCS), United States Agency for International Development (USAID), United Nations Environment Programme (UNEP), the GEF Operational Focal point, etc.

The evaluators will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex A), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in Annex D.

Evaluation Ratings:			
1. Monitoring and Evaluation	<i>rating</i>	2. IA& EA Execution	<i>rating</i>
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution – Wildlife Conservation Society	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	<i>rating</i>	4. Sustainability	<i>rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

Project Financing / co financing

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data to complete the co-financing table below, which will be included in the terminal evaluation report.

¹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

IV. Scope / Key Results Expected

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Evaluation Timeframe:

The total duration of the evaluation will be 30 working days for the (*International consultants*) consultant over a time period of 12 weeks according to the following plan:

Activity	Number of Working Days	Completion Date
Preparation	3 days	July 23, 2017
Evaluation Mission	17 days	August 18, 2017
Draft Evaluation Report	5 days	August 28, 2017
Final Report	5 days	September 15, 2017

Deliverables:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	No later than 2 weeks before the evaluation mission.	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission	To project management, UNDP CO
Draft Final Report	Full report, (per annexed template) with annexes	Within 3 weeks of the evaluation mission	Sent to CO, reviewed by RTA, PCU, GEF OF
Final Report*	Revised report	Within 1 week of receiving UNDP comments on draft	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

Payment modalities:

100%	Milestone
10%	Inception note
20%	Upon compilation of field mission consultation
20%	Upon compilation of the main finding presentation
30%	Upon submission and acceptance of the TE draft
20%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

V. Impact of Results

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.¹

VI. Conclusions, Recommendations & Lessons

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**. Conclusions should build on findings and be based in evidence. Recommendations should be prioritized, specific, relevant, and targeted, with suggested implementers of the recommendations. Lessons should have wider applicability to other initiatives across the region, the area of intervention, and for the future.

VII. Implementation Arrangements

The principal responsibility for managing this evaluation resides with the UNDP CO in South Sudan. The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The

¹ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROTI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

VIII. Competencies and Critical Success Factors

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

Functional Competencies:

Development and Operational Effectiveness

- Ability to lead strategic planning, change processes, results-based management and reporting.
- Ability to lead formulation, oversight of implementation, monitoring and evaluation of development programmes and projects.
- Ability to apply development theory to the specific country context to identify creative, practical approaches to overcome challenging situations.

Management and Leadership

- Demonstrates team-building capacity including interpersonal and communication skills and ability to cope with a difficult environment where formal institutions of government are at the embryonic stage.
- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback.
- Deals diplomatically with challenging bureaucratic processes, and pressure to meet strict deadlines.
- Consistently approaches work with energy and a positive, constructive attitude.
- Demonstrates openness to change and ability to manage complexities.
- Ability to lead effectively, mentoring as well as conflict resolution skills.
- Remains calm, in control and good humored even under pressure.
- Proven networking, team-building, organizational and communication skills.
- Capacity to work under pressure, manage stress and adapt to rapidly evolving situations.
- Ability to work in a multicultural environment with sound understanding and capability to empower and develop the capacity of national counterparts.