



TERMINAL EVALUATION

“SUPPORT TO THE CONSOLIDATION OF A PROTECTED AREA SYSTEM IN GUINEA-BISSAU’S FOREST BELT”

PIMS 3650

UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)

FINAL REPORT

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December 2018

i. Basic information of the project

Project name	Support to the consolidation of a Protected Area System in Guinea-Bissau's Forest Belt
UNDP & GEF Project ID	3650
Evaluation time frame and date of evaluation report	01/08/18-31/10/18
Country included in the report	Guinea Bissau
GEF Operational Program / Strategic Program	The project is part of GEF's Strategic Program for West Africa (SPWA), Sub-component on Biodiversity
Executing Agency	UNDP
Project Partners	Institute of Biodiversity and Protected Areas
Evaluation member	Guido Fernández de Velasco
Acknowledgments	The evaluator wishes to give special thanks to the entire PMU which has greatly facilitated the mission summoning all key stakeholders and organized the field trip and ensured adequate translation services throughout. Also, I'd like to thank all stakeholders from the Project's Steering Committee, ad hoc committees in all the protected areas visited and of course, the park rangers, community leaders and NGOs which have given me precious time and inputs necessary to conduct the evaluation in time.

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ii. Executive summary

Brief Project description

Guinea-Bissau (GB) is a small country wedged between the sub-Saharan arid ecosystems and the Guinean moist forest ecoregion. The resulting combination creates very rich and diverse ecosystems such as open forests, gallery forests, woodland savannah, which are a refuge for animal life and migratory species. For years the attention of both government and donors has been focused on protecting the coastal and marine region. The GEF-UNDP project entitled “Support to the Consolidation of a Protected Area System in Guinea-Bissau’s Forest Belt” signed in 2010 proposes to correct this imbalance.

In recognition of this situation, the Institute for Protected Areas and Biodiversity (IBAP), which has responsibility for biodiversity conservation more broadly in Guinea-Bissau, and, more specifically, for protected areas management, has developed an ambitious long-term plan for expanding the PA estate and its coverage within terrestrial ecosystems. These plans make provision for the following additions to the PA system: (i) three National Parks (Dulombi, Boé and Varela) encompassing an area of 317.109 ha; (ii) two Biological Corridors (the Ché Ché Controlled Exploration Zone and the Quebo Faunal Corridor) encompassing at least 99.940 ha; (iii) five Forest Reserves¹ encompassing 52.968 ha; (iv) two Faunal Reserves² spanning an area of 51.754 ha; and (v) six Natural Monuments³, which are small sites (up to 5 ha) with a particular geographic, scenic or historical interest. Together, these terrestrial PAs would represent an addition of approximately 521.771 hectares to the existing system of PAs, amounting to approximately 14.4% of Guinea-Bissau’s national territory, and complementing the existing marine and coastal PAs that encompass 9% of the national territory.

While these long-term plans are ambitious, two important points must be considered. First, IBAP foresees that the expansion of the Protected Areas (PS) estate is to be carried out in phases, so that growth in the national system of PAs – which may also in the future include the creation and management of transfrontier PAs – will be predicated on improvements in Guinea-Bissau’s PA management capacity, as well as on the generation of financial resources to support an enlarged PA system. Thus, the first step is limited to the creation and consolidation of the Dulombi-Boé-Tcheché (DBT) complex in Guinea-Bissau’s Forest Belt, an area with high levels of globally significant biodiversity and growing threats to ecosystem integrity. The second point pertains to the conservation strategies that will be applied in the new PAs. Given that most of these areas are inhabited by long-standing communities, where traditional land-uses are predominant, the new PA categories and the internal zoning rules will tend more towards ‘sustainable use’ than ‘strict conservation’. The Framework Law on PAs (approved in 1997, but currently being revised under IBAP’s leadership) foresees that, in the creation of new PAs, robust zoning exercises will need to be carried out to define permitted land-uses.

The **goal** of this project is:

- To conserve globally significant biodiversity in Guinea-Bissau’s forest belt region by creating and strengthening protected areas.

This GEF-UNDP project started in November 2012, its global **objective** is:

¹ Salifo (which links up to Dulombi National Park), Canquelifa, Dungal, Sumbundo and Mansoa.

² Canjambari and Pelundo

³ Montanha da Independência, Fonte de Água Quente de Cofara and Gruta Sagrada de Cabuca (all three within Boé National Park); plus Muralha de Canjadude, Rochas de Nhapassare and Rápidos de Cassuelinta

- To establish and operationalize terrestrial PAs in the DBT complex and thereby significantly expand and strengthen Guinea-Bissau's PA system.

In order to achieve these objectives, three '**outcomes**' are expected from the project:

- Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region;
- Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative PA network; and
- Participatory conservation management approaches in the DBT Complex are implemented.

The project was implemented through the IBAP, Ministry of Agriculture and Rural Development (MARD), Government of Guinea-Bissau.

Purpose and objectives of the evaluation, including the audience

As the UNDP- GEF project "Support to the Consolidation of a Protected Area System in Guinea - Bissau's Forest Belt" is a full-sized project, it requires a Terminal Evaluation (TE). The objective of the mission, as proposed in the Terms of Reference (ToR), included in annex 5.1, is to provide the project partners (GEF, UNDP) and the Government of Guinea-Bissau with an independent TE of the project.

The specific purpose of the TE is to:

- The main purpose of the TE is to promote responsibility and transparency, evaluate and disseminate the project's achievements, summarize lessons learned, contribute to the overall evaluation of the strategic global results of the GEF and measure the convergence of the project with other UN priorities.

To do so, the evaluation will:

- Provide evidence-based information that is credible, reliable and useful.
- Follow a participatory and consultative approach ensuring close engagement with government counterparts, the GEF operational focal point, UNDP Country Office, project team, UNDP-GEF Technical Adviser and Key Stakeholders (view annex 5.3 List of key stakeholders interviewed)
- The evaluator will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact.

Key evaluation approach and methods

The evaluation was conducted in accordance with the Standards, the ethical and conduct guidelines defined by the United Nations System Evaluation Group (UNEG), and did take as reference the procedures and guidelines established in the Planning, Monitoring and Evaluation Manual of Development Results and the Guide to Conduct Final Evaluations of Projects Supported by UNDP and financed by the GEF prepared by the UNDP Evaluation Office in 2012. The evaluation will make judgments regarding its definition / design, implementation and achievements based on two main pillars: accountability and learning.

The evaluation has taken a mixed methodological approach, combining quantitative and qualitative research methods.

In this sense it is important to conceptually delimit the nature of the results: "Positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects"⁴.

A first approach to the evaluation is that it is based on the analysis of the achievement of the products and the achievement of the results. Therefore, the evaluation has prioritized the focus on the effectiveness in the realization of the results.

Likewise, the evaluation has taken a **participatory approach**: it has combined the external evaluation with the experience of the interested parties, both internal and external. Therefore, the evaluator maintained a fluid communication with the Project Management Unit (PMU), as well as representatives of implementing partners. Perspectives and proposals were discussed during the different stages of the evaluation, constituting with the exchange a useful learning community for the strategic objectives of this evaluation.

Given the nature of the object of study, the methodology for data collection and analysis has been selected combining qualitative (including participatory techniques) and quantitative (data collection, processing, analysis and presentation of information) methods, as well as analytical methods, deductive and inductive, which allowed the evaluator to conclude on the achievements at the level of the evaluated project.

The following are the different techniques for gathering and analyzing information that were used during the TE:

Review of documentary information: The main documents related to the Project were reviewed and analyzed from different perspectives such as the quality and relevance of the information provided, identification of gaps, coherence and correlation between documents, etc. Attached in Annex 5.5 is the control chart of the information provided by the project.

Interviews: Key people of each organization / institution, authorities, partner organizations, public institutions, local authorities, PMU were interviewed. For each interview, a specially designed interview guide was prepared and adapted (annex 5.7).

Focus groups: To collect information on certain groups, focus groups were held with the project's Steering Committee, PMU, IBAP's personnel, Park rangers and traditional leaders at the community level (refer to Annex 5.2). The Management Committees include a large group of actors which gave great representativity to the samples.

Return and validation workshops: At the end of the mission, a debriefing was held with the Evaluation Reference Group and other interested parties in which the assessments arising from the field work was offered. This return was done in person.

Direct observation: provides additional information that allows the evaluator to learn about the context in which the events and processes that are subject to evaluation happen in a routine and / or extraordinary way. The meetings with the groups indicated in the agenda allowed to

⁴ UNDP Evaluation Guidance for GEF-Financed Projects, version for external evaluators, March 2011.

observe motivational aspects, commitments and experiences, which, although they cannot be extrapolated, are important to assess the usefulness of some products and results.

Processing and systematization of all information collected and analyzed. The synthesis on the one hand and deepening on the other of all the information that the evaluator accumulated through the different instruments, was arranged in structured and standardized documents previously prepared (Excel matrix), organized based on the evaluation questions by criteria, considering also the logical order of presentation of the information.

For the interpretation of the findings and their subsequent evaluation, triangulation techniques were used. To do this, the results of the analyzes were verified by comparing two or three times the same information from different sources and through the different collection methods.

Summary of principle conclusions, recommendations and lessons

Project design

- The project preparation phase was highly participatory and consultative and resulted in a quality project document. Although the formulation process was lengthy, the project preparation was participatory and consultative and resulted in a quality project document. The intervention logic is relevant, and the logical framework is well constructed, except for two indicators that need to be revised to be effectively monitored by the project team.
- The risks were considered to, in general terms, as medium during project design. Several risks have changed to a lower rating and were properly monitored by IBAP.

Implementation

- Regarding the project objective, it is considered to be highly satisfactory since the project did, although delayed, establish and operationalize 2 terrestrial PAs with three biological corridors in DBT Complex and thus significantly expand and strengthen GBs PA system. Considering the permanent political instability and changing situation the evaluator finds it quite remarkable that IBAP did manage to officially declare the PAs and now continues to administer and manage the areas.
- Worth mentioning that the protected areas declared add up to 406.556 ha, 27% more than was officially planned on the prodoc (319,000 ha).
- Deforestation has been greatly halted due to the 2015 government's decision to establish a 5-year moratorium on tree cutting across the country. Even though it is possible that the moratorium ends with the new government to come from the coming elections and without a doubt the pressure will increase in the NPAs and corridors, IBAP has now greater capacity and can control strategic access points to try and control deforestation and illegal logging practices.
- The Steering Committee is not considered to have played a strategic role. Nonetheless, it did fulfil its role as decision-making body validating project results and AWP.
- The Piloting Committee have become essential tools for the PAs governability and promote management arrangements to ensure biodiversity conservation but also a space to coordinate with IBAP which is seen by communities as the only Government representative in their areas.
- The project has coordinated effectively with other projects and initiatives present in the area. The project is well integrated within IBAP.

- Most immediate threats to terrestrial ecosystems have been mitigated through the expansion of PA system and at least, for the time being, through effective management.
- The project did not have greater incidence of the SNAPs financial sustainability.
- Local communities understand what it entails to live within NPA and biological corridor and most importantly, the sense of empowerment has greatly increased and now they all have the sense of ownership of their natural resources and wish to protect them for future generations.
- Although the difficulties encountered during implementation, the project did manage to achieve its main objectives and overall outcomes and thus rated the project's effectiveness as satisfactory.
- The sustainable livelihoods component is key for the success of PA management. All actors agreed that without enough resources to promote alternative livelihoods and help change the way they worked the land, it will be very difficult to continue protecting the NNRR.
- The evaluator believes that the current level of awareness of IBAP managers and technicians, regional and local decision-makers, communities and other stakeholders at the local level is good.
- There are a lot of expectations placed on FBG to obtain the necessary endowment to ensure coverage of SNAP's operating costs. Regardless of UNDP-GEF Project 5368 possible success to attain, in the coming two years, the 8,4 Million USD, this will not be enough to cover SNAP recurring costs. The Government needs to continue supporting IBAP.
- The project executed, in six years, 96,4% of its budget.
- UNDP was efficient in ensuring funds for the project when other donors discontinued project funding.
- The project co-financement has not been properly monitored.
- The quality and implementation by UNDP is considered as Moderately Satisfactory.

Monitoring and Evaluation

- The M&E was consistent with the project's objectives and outcomes, sufficient resources were allocated, and key evaluation activities conducted. The M&E has been rated as satisfactory.
- There is no faunistic monitoring per se, but observations are recorded as well as monitoring on decommissioning. The Project team was not able to monitor deforestation rate in the PAs.
- The evaluator estimates moderately likely (ML) socio-economic and financial sustainability and institutional and environmental sustainability as Likely (L). The main challenges for the future rely on the potential pressure on the natural resources once the moratorium expires and to ensure the financial sustainability of the SNAP.

Recommendations

- Design easier to monitor biodiversity conservation indicators. Ensure appropriate indicators are designed according to the executing agency's capacities.
- UNDP and PMU ought to ensure proper co-financement monitoring.
- Future conservation projects would require strong community development work for conservation.
- Analyze the possibility of including, in future project, environmental education campaigns with public schools in PA.

- Continue using the radio as means of disseminating environmental campaigns.
- The PAs management action plans ought to be designed taking into consideration the importance of including the communities living within the protected areas and their traditional and cultural uses of the NNRR.
- The project should broaden its partnerships with other interventions likely to intervene in the same areas.
- To build individual capacity, a training plan should be carried out at IBAP level. The same applies for other key stakeholders.
- Ensure that the same imagery is used to compare the baseline forest cover loss to the end of project situation.
- Design and establish, in line with the NPAs management plan, concrete logging supervision activities. The key entry points should be determined and assign necessary resources for park rangers to carry out monitoring and control tasks.
- It is necessary to have a common vision for the country in relation to nature conservation and sustainable development.

iii. Acronyms and Abbreviations

AWPs	Annual Work Plans
BP	Business Plans
CPD	Country Program Document
DGFC	General Directorate for Forestry and Wildlife
DBT	Dulombi-Boé-Tchetche
FUNBIO	Fundo Brasileiro para a Biodiversidade
GEF	Global Environmental Fund
GB	Guinea-Bissau
IBAP	Instituto de la Biodiversidad de Áreas Protegidas
INEP	National Institute of Studies and Research
MADR	Ministry of Agriculture and Rural Development
MAT	Ministry of Territorial Administration
M&E	Monitoring and Evaluation
MTR	Mid Term Review
NNRR	Natural Resources
PA	Protected Area
PIR	Project Implementation Report
PPG	Project Preparation Grant
PMU	Project Management Unit
PRODOC	Project Document
QPR	Quarterly Progress Reports
RBM	Results Based Management
RTA	Regional Technical Advisor
SEADS	Secretariat of State for the Environment and Sustainable Development
SNAP	National Protected Areas System
SPWA	GEF's Strategic Program for West Africa
TE	Terminal Evaluation
ToR	Terms of Reference
UN	United Nations
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group

1. Introduction

1.1 Purpose of the evaluation

The evaluation involves an independent and technical evaluation exercise, commissioned by the client, in this case, the United Nations Development Program (UNDP) as the Implementing Agency of the Global Environment Fund (GEF), which contributes to the processes of accountability to donors, national partners and other relevant actors. The TE is conducted once the project has ended. In this case, the project ended around mid-2017 and thus more than a year has gone prior to this evaluation exercise. In addition, it is designed, implemented and presented in a way that facilitates the learning of good practices. The terminal evaluation seeks:

- Promote responsibility and transparency, and evaluate and disseminate the extent of project achievements;
- Summarize lessons that can help improve the selection, design and implementation of future UNDP activities and funded by the GEF;
- Provide feedback on issues that are recurrent in the UNDP portfolio and that need attention;
- Contribute to the overall evaluation of the results with respect to the achievement of the strategic objectives of the GEF aimed at the benefit of the global environment; and
- Measure extension of the convergence of the project with other priorities of the United Nations (UN) and UNDP.

1.2 Key issues addressed

The TE focused on four areas:

A. **Design and formulation of the Project;**

The analysis of the project design seeks to determine if the strategy has been effective in achieving the expected results. To this end, the evaluator will analyze in detail the project document (Prodoc) looking for if lessons learned from other projects have been incorporated, if the project is aligned with the national development priorities and priorities of the country, to the GEF priorities on biodiversity. In parallel, the evaluator has made an exhaustive analysis of the Results Framework or Logical Framework. For this, the indicators and targets were reviewed to see if they meet the SMART criteria (abbreviation in English of Specific, Quantifiable, Achievable, Relevant and Subject to Term) and the gender criteria "GENDER" (Sensitive to deficiencies, Inclusive, Disaggregated, Durable and Respectful with rights).

B. **Project execution and adaptive management;**

As in the previous section, the evaluator analyzed the execution of the project and its adaptive management in order to identify the challenges the project had and analyzed how these challenges have been mitigated to achieve the effective execution of the project. More specifically, the evaluator analyzed the following aspects:

a. **Management mechanisms;**

In this section, the evaluator analyzes the quality of the support provided by the UNDP to the project, as well as the implementation carried out by the IBAP and its Department of Protected Areas as an Implementing Entity with the partners in the field.

b. **Financing and co-financing;**

For the financial analysis, the evaluator analyzed the financial controls and if these have allowed informed decisions regarding the budget and how they were reflected in the Annual Work Plans (AWP). Special attention was given to the co-financing of the project. Co-financing is indicated in the annual Project Implementation Report (PIR).

c. Monitoring and evaluation systems at the project level;

Monitoring and evaluation is a key element of the project. The evaluator analyzed the follow-up carried out by UNDP as the GEF Implementing Agency, as well as the implementing partners. The monitoring and evaluation plan were analyzed to see if enough resources were designated, if the main parties or partners participate in the follow-up, if effective follow-up helped in adaptive management and if the plan also included gender perspectives, as well as the suitability of the mitigation and management measures of environmental and social risks.

d. Involvement of interested parties;

The evaluator analyzed if adequate alliances have been developed to achieve the results, if the national partners continue to have a preponderant role in the management of the Protected Areas of the country and if the interested parties are committed to the success and sustainability long-term project.

C. Project Results

As specified in Terms of Reference (ToR), this is one of the main objectives of the TE and consists of examining whether the project has achieved, and to what extent, the results that had been proposed. The evaluator offers assessments on the achievement of the objectives and each result of the project. For this analysis, the evaluator focused on the information provided in the Prodoc, in the PIR of the six years the project lasted and the Quarterly Progress Reports (QPR) of all the years which were corroborated during the interview phase in the mission to later be able to triangulate the information that was the base of the recommendations. This process was completed by filling in the sample Matrix table to qualify the achievement of results (Annex 5 of the UNDP-GEF guide, page 50) that is included as an annex to this report (annex 5.8).

In addition to evaluating the results of the project, the evaluator also analyzed the national implication, integration, sustainability, catalytic function and impact.

a. National Implication;

In this section, the evaluator looked for evidence that the project has addressed national priorities. To this end, it was sought, both in the information provided in the reports and through the semi-structured interviews, evidence that the project has been adapted to the development priorities of the sector. This analysis is descriptive, and no evaluation ratings will be made. The following concepts will be considered:

1. Origin of the project concept and alignment to national programs;
2. Incorporation of national results into national sectoral and development plans;
3. Participation of important representatives of the country (eg government officials, civil society, etc.) in the identification, planning or execution of the

project;

4. Financial commitment of the Government; and

5. Approval of policies or modification of regulatory frameworks according to the objectives of the project.

b. Integration

Integration refers to the inclusion of the project that is evaluated in UNDP programming in the country. Therefore, the objectives and results should be aligned with the country program strategies, as well as with the global environmental benefits required by the GEF. The evaluator analyzed how the project has integrated, if this has been the case, other UNDP priorities, such as poverty reduction, governance, empowerment of women, etc., in a successful manner. In terms of integration and gender, the evaluator also analyzed whether the project considered gender criteria in its design and implementation. As with the national involvement section, the evaluation has been also be merely descriptive.

c. Sustainability.

The evaluation of sustainability implies seeing "the probability of sustainability of the results when the project ends" and providing a qualification for this. It also implies considering the risks that may affect the continuity of the results achieved. More specifically, the evaluator validates the risks identified in the Prodoc, the PIR and if the assessments are up to date and if they are adequate and how the PMU mitigated the risks identified. Four separate areas will be analyzed: financial, socioeconomic, institutional or governance and environmental risks. These risks were analyzed separately and then rated in relation to the likelihood and extent to which risks may impede sustainability.

d. Catalytic function;

In a final evaluation it is also expected that the catalytic or repeating effect is evaluated. This means, if the project has shown:

Table 2. Characterization of the catalytic functions

Increase	The approaches developed through the project are used on a regional / national scale and are widely accepted and, perhaps, required by law.
Repetition	The activities, demonstrations or techniques are repeated inside or outside the project, nationally or internationally.
Manifestation	Measures were taken to promote the public good, for example, through the development of demonstration sites, the successful dissemination of information and training.
Production of a public good	Lowest level of the catalytic result, which includes, for example, the development of new technologies and approaches.

e. Impact;

All UNDP projects financed with GEF funds seek a measurable impact on biodiversity, in this case, of global importance. Every day donors give more importance to the correct identification and quantification of the impacts achieved by the financed projects. However, it is often difficult to demonstrate impact due to lack of baseline or that adequate monitoring has not been carried

out. The key findings that the evaluator seeks are related to verifiable improvements in the ecological status, verifiable reductions in the tension in the ecological systems and that the progress is directed towards the achievement of the reduction of the tension or the ecological improvement through specific process indicators. It should be noted that the impact evaluation requires the availability of verifiable data. Likewise, for the GEF projects of cycle 4 and 5, the evaluator has used the monitoring tools established by the Fund (Biodiversity tracking tools), which helps to determine the impact. The evaluator used the ROTI methodology to review the direct effects of the project's impacts jointly with the key beneficiaries.

All this analysis, triangulation of information and interviews served the evaluator to make a section of conclusions based on the data collected and proven facts that to make practical and feasible recommendations directed towards the intended users of the evaluation and supported by evidence and linked to the evaluation findings. A final section of lessons, both positive and negative, aimed at guiding future UNDP and GEF interventions has been included.

1.3 Methodology of the evaluation

The evaluation used a mixed methodological approach, combining quantitative and qualitative research methods.

A first approach to the evaluation is that it is based on the analysis of the achievement of the outputs and consequently, the outcomes. Therefore, the evaluation prioritizes the focus on the effectiveness in the realization of the outcomes.

Likewise, the evaluation took a participatory approach: it combined the external evaluation with the experience of the interested parties, both internal and external. Therefore, the evaluator maintained a fluid communication with the PMU. Perspectives and proposals were discussed during the different stages of the evaluation, constituting with the exchange a useful learning community for the strategic objectives of this evaluation.

The evaluation covers the criteria of relevance, effectiveness, efficiency, sustainability and impact.

1.4 Structure of the evaluation

As per the UNDP-GEF terminal evaluation guideline, this evaluation is structured, first, presenting an executive summary based on a brief description of the projected being evaluated, an explanation of the objectives of the evaluation and a description of key aspects, methods and approaches followed by a summary of the evaluator's conclusions, recommendations and lessons learnt. A second section of the evaluation is then presented with a methodological introduction of the guiding questions that led the evaluation, the key issues addressed and followed by a concise description of the project and the development context. Then, the evaluation presents the findings, some of which are rated. The findings are subdivided into phases; a) project formulation; project implementation and project results. Lastly, the document presents a section on conclusions, recommendations and lessons learnt.

1.5 Ethics

The evaluator has followed, both during the evaluation design and during its implementation phase, the standards set forth in UNEG's Ethical Guidelines for Evaluators to protect the rights and confidentiality of persons interviewed. Refer to annex 5.7 to this report with a signed "Code of Conduct" form from the evaluator. In this regard, the information triangulated from different

sources has maintained the anonymity of the actors who contributed the information. Moreover, during all the interviews, the evaluator indicated to the interviewees that the information they were about to provide was totally confidential and it has been maintained so (annex 5.6).

2. Project Description

2.1 Project start and duration

The project was officially signed on July 9, 2010. The Prodoc established a 4-year implementation period. Due to political unrest and difficulties encountered during the initial phase, a 13-month extension was granted. The closure of the project was scheduled for April 30, 2016 although it continued operations until the PAs were officially declared, in April 2017. The project's main milestones are presented below:

Table 3. Project's milestones

Milestone	Date
PIF approval date	14 January 2008
GEF Secretariat prodoc approval (CEO Endorsement)	27 April 2010
Prodoc signature date	9 July 2010
Project coordinator recruitment date	July 2011
Inception Workshop date	24-25 October 2012
Mid Term Evaluation date	29 February 2015
Expected date of project closure	30 April 2016

As it will be discussed further down the document, it took the project a considerable amount of time to get started. One year to hire the project coordinator and a year and five months to have the entire team on board two years to have the inception workshop since its official signature.

2.2 Problems that the Project seeks to address

GBu is a country rich in biodiversity. While conservation effort has been concentrated in the littoral zone in recent years, terrestrial ecosystems are undergoing significant degradation: rapid deforestation, fragmentation of habitats and degradation of resources are observed at an alarming rate. For example, in the Boé region, half of the dense forest disappeared in 17 years. In the Dulombi region, the rate of disappearance of dense forest is about 23% each year. The main causes identified are: unsustainable agricultural practices, fire, expansion of cashew plantations, potential exploitation of Bauxite mines (Boé region), logging, unsustainable fishing, hunting, and climate change.

The long-term solution proposed for the conservation of biodiversity in GB is to strengthen and consolidate its SNAP. This solution is based on three pillars: (i) strengthen institutional capacity for PA management, with attention to financial sustainability, (ii) increase the operational efficiency level of terrestrial PAs to prevent direct threats to the environment, biodiversity, and (iii) disseminate and implement multi-partner biodiversity management models.

The project identifies three main barriers to achieving the proposed objective. The following table shows the barriers and how the project proposes to overcome them:

Table 4 Link of the identified barriers and the components designed.

Barriers	Components
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<ul style="list-style-type: none"> The legal, political and institutional frameworks to achieve the long-term plan of the IBAP to consolidate the SNAP through the addition of land parks are not clear in certain aspects and should be further developed in others. 	Outcome 1. Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region
<ul style="list-style-type: none"> The institutional capacity to coordinate and finance the management of land PAs is low. 	Outcome 2. Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative PA network.
<ul style="list-style-type: none"> The coordination and dialogue between PAs and other institutions, sectors and communities is insufficient, which makes conservation efforts less effective, more expensive and politically more complicated. 	Outcome 3. Participatory conservation management approaches in the DBT complex are implemented.

2.3 Immediate and development objectives of the project

The objective of the project is to establish and operationalize the terrestrial PAs of the DBT Complex and thus extend and significantly strengthen the PA system in Guinea-Bissau.

The project is organized into three components, each of which has an expected effect on the implementation of the project:

- Outcome 1:** Immediate threats to terrestrial ecosystems are mitigated through the extension and effective management of PAs in the forest belt region. This component addresses the governance frameworks (policies, laws and strategies) needed to extend the PA system, and to effectively operationalize the new PAs. It aims to address the existing imbalance in the SNAP that has not focused on the terrestrial ecosystems of Guinea-Bissau.
- Outcome 2:** The systemic and institutional capacities of key stakeholders in PA management provide a framework for establishing and managing a more representative and effective PA network. This component focuses on IBAP's ability to support and manage the expanded the PA system. It aims to address the capacity gaps identified in the Project Preparation Grant (PPG) process, particularly the areas of support where institutions scored lower on the UNDP Capacity Development Scorecard for PA management.
- Outcome 3:** Participatory conservation management approaches are implemented in the DBT complex. The component indirectly addresses the issue of PA management costs, and cost-effectiveness in the PA funding equation to ensure the sustainability of the conservation effort by socializing the costs and benefits of protecting the PAS, biodiversity.

To achieve these three desired outcomes, 10 outputs were established in the Prodoc's logical framework. They are presented in the following table:

Table 5. Project's outputs per outcome

Outcome	Output
1	1.1 The legal and political framework allows the extension of PAs for the creation of the DBT complex

	1.2 The DBT complex has a comprehensive management plan for both the 5 APs and the complex as a whole.
	1.3 Long-term planning for the consolidation of the PA system is guiding the strategy for future extensions of PAs and ecological corridors.
	1.4 Completion of DBT Complexity Business Plan (BP) provides the foundation for financial sustainability with new sources of revenue explored
2	2.1 IBAP's PA management capacity and partners' PA support capacity is improved
	2.2 The financial sustainability of SNAP is improved
3	3.1 Sustainable Conservation Management Models are successfully applied in the DBT Complex
	3.2 PA management institutions, local associations and NGOs have strengthened their capacity to promote the sustainability of the DBT complex.
	3.3 Commitment and active involvement of the productive sector
	3.4 Integration of biodiversity conservation in the productive sectors based in the DBT complex area of influence

The prodoc establishes three main indicators at the objective level. These are:

1. Terrestrial PAs legally established within the DBT Complex;
2. Decrease in the rate of forest cover loss in the core areas of the DBT Complex expressed in terms of the change in hectareage for dense forest and open forest and
3. The status of emblematic species such as the African elephant in the Dulombi National Park (NP) and the Western Chimpanzees in the Boé NP.

2.5 Main stakeholders

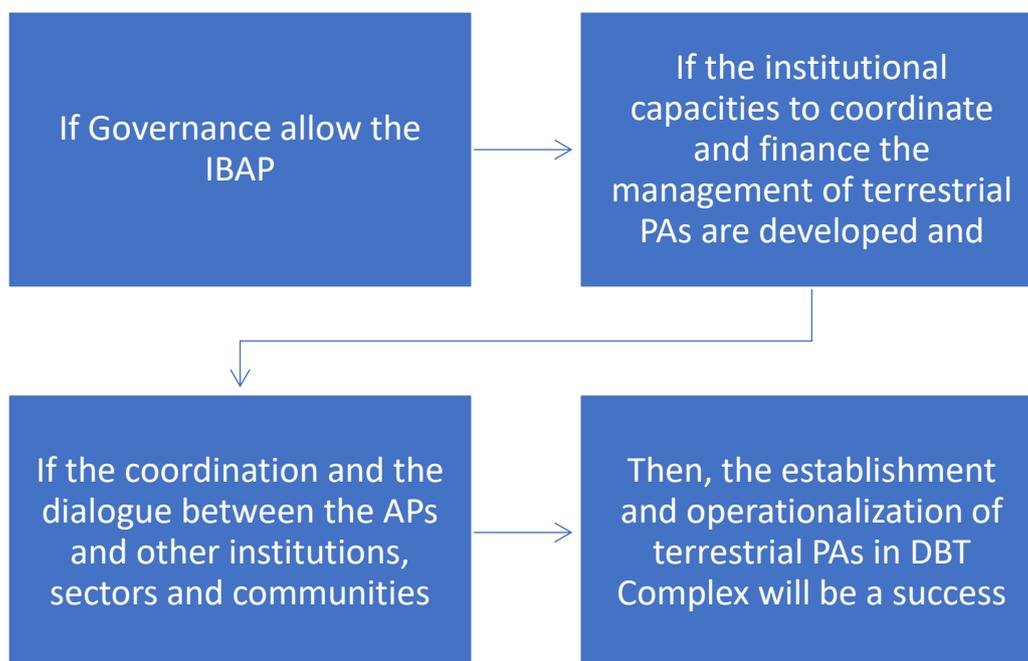
The prodoc provides an extensive list of stakeholders for the project. It indicates that IBAP is the leading entity and that it shall cooperate, during project implementation, with the General Directorate for Forestry and Wildlife (DGFC) of the Ministry of Agriculture and Rural Development (MADR), the Secretariat of State for the Environment and Sustainable Development (SEADS) of the Ministry of Environment and the Prime Minister's Office, the Ministry of Culture and Crafts, the Ministry of Public Works, Construction and Urbanism, the Ministry of Territorial Administration (MAT) and several research institutes (eg National Institute of Studies and Research – INEP), departmental governors and village leaders (régulos), national and local NGOs and representatives of local communities.

2.6 Expected results

The expected results arise from the following theory of change and assumptions. The logical framework is organized around the following hypothesis: "if the governance allows the IBAP, if the institutional capacities to coordinate and finance the management of terrestrial PAs are developed, and if the coordination and the dialogue between the APs and the other institutions, sectors and communities, then the establishment and operationalization of terrestrial PAs in the DBT complex will be a success and significantly strengthen the PA system in Guinea-Bissau, thus preserving biodiversity in the country's forest belt "

The project logic can be represented graphically as follows:

Figure 1 Project logic



As indicated on the prodoc's logical framework and expressed above, the project has three main results (outcomes) required to obtain the project's objective to establish and operationalize terrestrial PAs in the DBT Complex. The logical framework provides concrete targets per result (outcome) which allow an effective measurement as well as the planned outputs (products) required for the achievement of the results. In this regard, the following table shows the expected indicators at the objective and outcome level and their original targets by the end of the project timespan:

Table 6. Expected results and targets

Results / outcomes	Indicators	Baseline	Targets
<u>Objective:</u> Establishment and operationalization of terrestrial Pas in DBT Complex and thus significantly expand and strengthen GB's PA system	Terrestrial Pas legally established within DBT Complex	0 ha gazetted in the DBT Complex. The SNAP baseline coverage is 536,972 ha and represents 14.9% of the national territory	319.000 ha of new Pas in the terrestrial biome of the country representing 8,8% of national territory gazetted bringing SNAP's total coverage to 23,7% of the national territory
	Decrease in the rate of forest cover loss in the core areas of DBT Complex expressed in terms of the change in hectareage for dense and open forest	In Boé: The dense forest surface decreased from 470 ha in 2002 to 226 ha in 2007 and it is being lost at average rate of 11%/year. In Dulombi: The dense forest surface decreased from 1734 ha in 2002 to 478 ha in 2007 and is being lost at an average of 23% / year. Open forest covered 17,503 ha in 2007 and is being lost at 4%/year.	Decrease annual rate of forest loss to 1% or less to stabilize Boe's dense forest hectareage at around 200 ha and Dulombi's dense forest hectareage not to drop below 270 ha. Dulombi's open forest hectareage not to drop below 17,500 ha.
	The status of emblematic species such as the African elephant in Dulombi NP and western Chimpanzees in Boé NP	500 chimp individuals in Boé area. No data on elephant numbers	Populations of emblematic species maintained stable
<u>Outcome 1:</u> Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of Pas in the forest belt region	Increased scores on GEF's 4 PA Management and Effectiveness Tracking Tool "METT" for all five target sites within the DBT Complex	Dulombi NP 19 Boé NP 20 Cuntabane-Quebo Corridor 19 Salifo Corridor 19 Tchetche Cooridor 21	All scores ≥ 30 by the MTE; All scores are ≥ 40 by end of project
<u>Outcome 2:</u> Improved systemic and institutional capacity provides the enabling framework for establishing and managing	Increased scores on the UNDP's Capacity Development Scorecard for PA Management over the baseline	Systemic 14/30 (44%) Institutional 24/45 (54%) Individual 10/21 (46%) General avg. 49%	Scores, expressed in absolute terms, increase by at least 20%

a more representative PA Network.	Results fro the application of UNDP's Financial Sustainability Scorecard	Total score for PA System = 40 out of a total possible score of 197 (20%)	Scores, expressed in absolute terms, increase by at least 20%
<u>Outcome 3</u> : Participatory conservation management approaches in the DBT Complex are implemented	Communities' perception of their livelihood stake in the good stewardship of biological resources in the DBT complex, measured through the periodic and independent application of the "Most Significant Change" (MSC) technique	NA	Changes in the livelihoods are perceived through the independent evaluation of the MSC technique

3. Findings

The following section presents the main findings of the terminal evaluation exercise and focus on the project's formulation, implementation and the results achieved. The findings are based on the data analyzed and corroborated during the interviews conducted by the evaluator in country.

3.1 Project Formulation

3.1.1 Analysis of Life Cycle Approach (Project logic / strategy; indicators)

The theory of change relies on three effects which are designed to attain the expected objective, the establishment and operationalization of terrestrial PAs in the DBT Complex significantly expanding and strengthening GB's SNAP which will help attain the project overall goal to conserve globally significant biodiversity in GB's forest belt region. The project is consistent with national and international priorities, with UNDP's Country Program Document (CPD) and United Nations Development Assistance Framework (UNDAF) as well as with the country's Terra Ranca strategy. All interviewed stakeholders agreed that the formulation process was participatory, and it rendered a well design project document. The evaluator, thus, considers that the logic of intervention is **pertinent** and **well designed**. The strategy is straight forward and in line with international practice in relation to protected area development and biodiversity conservation projects. The project ought to promote the legal establishment of two areas while at the same time strengthen the institutional and individual capacities necessary to properly manage the newly established areas as well as work on innovative coordination and management arrangements with local actors while promoting sustainable livelihood approaches.

The results matrix presents three indicators at the objective level and four indicators at the outcome level. No product indicators were included. This has of course made it more difficult to monitor progress. All PIRs reported at the outcome level indicators and described the activities undertaken each year. Regarding the indicators and their targets, all of them are well structured and considered to be SMART. As indicated during the MTR and confirmed at this instance, there are three indicators that, although well designed, have not been properly monitored. These are the following:

Table 7. Indicators analysis

Indicator	Comments
Decrease in the rate of forest cover loss in the core areas of the DBT Complex expressed in terms of the change in hectarage for dense and open forest	<p>The baseline was calculated in 2007 with the use of specific satellite imagery. The PMU had hope to be able to measure the rate of forest loss with the flora inventory in the NPAs. The inventory used different imagery and thus it was not feasible to measure the targets in either zones.</p> <p>During the MTR, the evaluation team did recommend to further work on satellite images and together with the IBAP's GIS unit to effectively measure the indicator related to forest loss. This is the case since the project has not been able to measure the proposed</p>

	target empirically due to lack of appropriate satellite imagery when comparing the baseline with the current situation and due to lack of technical capacity.
The status of emblematic species such as the African elephant	the African elephant is not a resident species in the DBT Complex and thus is not a clear indicator on the status of the natural resources in the areas. Also, it is extremely difficult to monitor due to their migratory tendencies.
Communities perception of their livelihood stake in the good stewardship of biological resources in the DBT Complex, measures through the periodic and independent application of the “Most Significant Change” technique.	The MSC technique has not been used at all during the project life. The PIRs did present progress towards outcome 3 of the project but have not used the technique proposed in the indicator. Thus, the community perception has not been monitored systematically.

The other indicators, scores on the GEF 4’s METT and UNDP’s Capacity Development Scorecards are considered to be appropriate by the evaluator. PMU tracked these two tools effectively. The MTR had concerns with the Financial Sustainability Scorecard since the project seemed not to include both parks within the DBT complex in the analysis. This was corrected since and the current Financial Sustainability Scorecard does now include Boé and Dulombi NPs in the analysis and added their budgetary needs and costs.

3.1.2 Assumptions and risks

The theory of change described above on section 2.6 is based on several assumptions. The prodoc identifies six risks at the design phase and most were assessed with a **Medium** level. During the TE mission, the evaluator did analyze all identified risks. The following table shows the risks and their current status, appreciation by the stakeholders interviewed:

Table 7. Risks and assumptions

Risks	Comments
Political and institutional instability disrupts minimal governance conditions necessary for project implementation	During the project’s formulation phase, the political and institutional risk was rated as Medium. Considering the coup d’etat that the country underwent in 2012 and the transition period that followed, the evaluator considers that the risk should have been rated as “high”. Nonetheless, and considering que quasi continuous political instability that the country faces, it seems that IBAP has learned to navigate accordingly and manages, with its financial and logistics limitations, the SNAP. Thus, the evaluator consider that this risk persists, and it should be rated as “ medium ”
The Government of GB assigns less priority and limited support for PA expansion in the DBT Complex	The government of Guinea-Bissau has made international commitments to increase PAs to 25% of the national territory. This political commitment has increased the level of the

	<p>government's predisposition to support the actions of environmental projects, including the PAs of the DBT Complex. On the other hand, after the elections, the government showed more zeal in protecting the environment and reducing abusive exploitation for export. A great example of this is the moratoria on illegal logging established by decree for the 2015-2020 period. The IBAP has seen its actions supported by the parent ministry. Thus, the current risk level should be changed to low.</p>
<p>IBAP's financial sustainability does not improve sufficiently fast, as potential contributors to the BioGuiné Trust Fund (government, donors, foundations and private sector) are reluctant to be part of the mechanism</p>	<p>This risk was rated as low during project formulation.</p> <p>The BioGuiné Foundation took longer than expected to organize itself. It does not have enough funds today to support in a practical and systematic way the actions of IBAP although is currently working to improve their funding.</p> <p>IBAP's management is currently, after the project has ended for almost a year, managing DBT under a financial and human resources scenario of "minimum". The funding of the BioGuiné Foundation must therefore be strengthened. Also, regardless if BioGuiné manages to attain its goal of reaching 8 million USD with the other UNDP-GEF project, they do not have enough resources to guarantee SNAP recurring costs. The current level of risk should be increased to medium.</p>
<p>Political upheaval in the region, especially in neighboring Guinea Conakry, adds to pressure to resources in the DBT Complex</p>	<p>In formulating this risk the project was rated as high. Indeed, Guinea Conakry was under a coup d'état: the constitution and the National Assembly were suspended in December 2008. This resulted in migratory movements in Guinea Bissau to collect natural resources. Since 2010, the political situation in Guinea-Conakry has improved and it is now relatively more stable. Today, it is unpredictable to see a return to social and political problems impacting the resources of the DBT Complex. In addition, with the implementation of the project, the local communities have better control over their natural resources: involved in the preservation and conservation of the DBT Complexes, they act more and more as guarantors of the inspection and the objectives DBT complex, especially about Guinean incursions. This fact was assessed</p>

	during TE mission and corroborated with all interviewed stakeholders and local authorities. The majority do not consider immigration as an important risk. The current level of risk should be reduced to medium and maintain it as such since political instability in the neighboring country could again be a reality.
Climate change will exacerbate habitat fragmentation in terrestrial ecosystems.	This risk was considered low during the formulation phase and thanks to the sensitization and capacity building campaigns promoted by the project together with the support on sustainable livelihood alternatives, the evaluator considers that it should be kept as low .
Bauxite mining activities expand near the proposed area for the Boé National park	This risk was assessed high when the project was formulated. The preliminary activities (studies) to the extraction of the Bauxite were postponed during the coup d'état. IBAP worked closely with CAIA to put in place joint actions to ensure responsible operation, considering the DBT Complex. The mining operations are located outside of Boé NP although still under the area of influence. At the time of the TE, no direct risks were identified. Nevertheless, this situation could change if new roads are opened through or near the park to bring the ore to the harbor which could have an impact on the area. The evaluator considers that the risk is still " medium ".

Overall, the assumptions and risks are **well identified**, and the mitigation measures were appropriate. Moreover, the PMU showed great negotiation skills and were able to continue operating during the coup d'etat and after. Also, IBAP, as an autonomous institute, has managed to operate semi-independently from its parent ministry and maintains a very strong reputation of professionalism, dedication and transparent institute.

3.1.3 Stakeholder participation

The prodoc establishes that the project was to be led by IBAP which was in fact in charge of the project's execution and indicated that during the implementation, IBAP would work closely with the DGFC, SEADS, Ministry of Culture and Crafts, the Ministry of Public Works, Construction and Urbanism, MAT and INEP as well as departmental governors and village leaders, national and local NGOs and representatives of local communities. The prodoc presents a detailed table with roles and functions of major stakeholder categories and their involvement in the project.

Outcome 3 of the project also implied a great deal of participation. The activities related to this component were designed to enable important experimentation with, and actual implementation of consultative, participatory and management sharing arrangements with local communities within DBT Complex.

Also, according to implementation arrangements section on the prodoc, there are two spheres of coordination to involve a wide range of stakeholders, the Project Steering Committee to meet at least once a year at the central level and the Piloting Committees at the local level.

During the TE mission, the evaluator met both with the Steering Committee based in Bissau and two Piloting Committees both in Boé and Dulombi NP.

Due to continuous changes suffered at ministerial level because of political unrest throughout the life of the project and which do persist nowadays, and although IBAP did try to invite key government and non-government actors to their Steering Committees, it was noticed that the actor's participation was **very disperse**. They did not manage to have the same representatives from the different ministries attend the Steering Committees. This implies that a lot of time was spent introducing the project and its developments to the new comers. Thus, it was **not a strategic guiding tool**. Nonetheless, the Steering Committee did fulfil its role as decision-making body of the project and validation of project results.

On the contrary, the Piloting Committees did count with the participation of a wide variety of key local actors, women's associations, traditional leaders, hunters' and farmer's associations as well as local spiritual leaders. The distances and hardship that some of these actors had to endure to get to these meetings is remarkable. The project did do its best to help and facilitate local actors' participation to the meetings. This committees have been a true governability space for local inhabitants. Both Dulombi and Boé lack government institutional presence and thus, these coordination spaces are key to local inhabitants to express their concerns and worries. The **piloting committees** have become an **essential tool** for piloting and proposing new management arrangements to ensure biodiversity conservation but also a space to coordinate with IBAP which they see as the Government representative.

3.1.4 Linkages between Project and other interventions within the sector, including management arrangements

The project is well integrated within the IBAP. The project coordinator plays a pivotal role in seeking to integrate project activities with the many other ongoing projects. IBAP does manage different projects and is constantly looking for synergies between them.

The project Steering Committee was intended to be the space to coordinate with other relevant ministries and actors. As indicated above, the Committee did not function as a strategic tool due to continuous changes on the stakeholder's representatives. Nevertheless, the project PMU managed to effectively link their interests to those of other partners. For example, IUCN resides within IBAP's premises. This fact did help to link their interventions although no official management arrangement was developed. The project did also coordinate its activities with Chimbo Foundation, in relation to monitoring of Chimpanzee population in Boé NP as well as coordinated effectively the EU funded project which also promotes sustainable livelihoods in the Boé NP. Thanks to the efforts with the EU project, IBAP has also managed to coordinate with five local NGOs that assist the local communities. E3This need to coordinate between the two projects was identified directly in the NP piloting committee.

It is regrettable that the collaboration with the private sector was not really effective (outputs 3.2 and 3.3). Few contacts have been established with the productive sector, while their involvement in the management of PAs is largely solicited in prodoc.

3.2 Project Implementation

3.2.1 *Adaptative management*

The project did not suffer any substantive changes on its environmental or development objectives during its implementation. The project suffered considerable delays in its initial phase on the hiring the project staff process as well as the organization of the inception workshop. GEF considers adaptive management if the original objectives were not sufficiently articulated or if the project was restructured because overly ambitious original objectives or if there was a lack of progress. The evaluator considers that this is not the case. The project suffered numerous delays during its initial phase as discussed further down this document and due to the 2012 coup d'état. The products the project intended to attain were not modified and the activities shifted to coming years as it was reflected on the AWP and approved in the Steering Committees. Nevertheless, the original objectives were not modified, and they were accomplished, late, but accomplished, nonetheless.

3.2.2 *Effective partnerships arrangements established for implementation of the project with relevant stakeholders involved in the country.*

The project is well integrated within the IBAP. The project coordinator plays a pivotal role in seeking to integrate project activities with the many other ongoing projects. As indicated on section 3.1.4, the project did coordinate with the few partners present in the PAs although no official partnership agreement was signed or provided to the evaluator. The evaluator had the opportunity to interview key partners on the ground and was informed of the actual collaboration conducted with IBAP. This was the case during project execution but also now, after the project has ended. This is in fact interesting because it highlights the pivotal role that IBAP is currently playing as the guarantor of biodiversity conservation on the SNAP. Another interesting partnership was the one established with the Faculty of Law, University of Bissau, to push forward the official enactment of the PAs in GB.

3.2.3 *Feedback from M&E Activities used for adaptive management*

There is no evidence in the PIRs and Quarterly Progress Report (QPRs) that monitoring activities led to adaptive management measures. As indicated on section 3.2.1, the objectives of the project were not modified and were accomplished as originally planned. It took longer to accomplish them but nonetheless these were not modified. The monitoring activities helped design the AWP and adapt them accordingly.

3.2.4 *Project financing*

The project budget was designed for a four-year period. The project was finally executed in six years. Thus, it is not possible to compare if what was spent coincides with the original budget. This is also the case because the Combined Delivery Reports (CDR) provided to the evaluator do not report per activity each year. For example, the CDR for 2011 and 2012, only present the amounts spent per budgetary line and funding source but not per activity. The following CDRs, for 2013, 2014, 2015 and 2016 do change and present the expenses per budgetary line and donor and activity.

Table 8 Prodoc original budget

GEF Outcome / Atlas Activity	Fund Source	Year				Total
		Year 1	Year 2	Year 3	Year 4	
A1 SNAP expansion	GEF	82.000	72.000	82.000	70.000	306.000
	UNDP	55.000	55.000	30.000	30.000	170.000
A2 Systemic & inst capacity	GEF	77.200	71.800	68.200	34.800	252.000
	UNDP					

A3 Participatory conservation mgm	GEF	128.500	80.500	38.500	50.500	298.000
	UNDP	38.000	60.000	77.000	35.000	210.000
A4 Project mgm	GEF	31.000	21.000	21.000	21.000	94.000
	UNDP	197.000	71.000	71.000	41.000	380.000
Total		608.700	431.000	387.700	1.334.000	

Source: Prodoc

From the original budget, Activity 1 had 27,8% of the budget assigned, Activity 2 14,7%, Activity 3 29,7% and project management 27.7%.

Table 9 Reports expenses per year, activity and fund

GEF Outcome / Atlas Activity	Fund Source	Year					
		2011	2012	2013	2014	2015	2016
A1 SNAP expansion	GEF	No information on CDR	No information on CDR	23.143		136.492	90.952
	UNDP			48.992	44.251		30.087
A2 Systemic & inst capacity	GEF			18.616		103.227	57.250
	UNDP			3.300	5.272	20.880	
A3 Participatory conservation mgm	GEF			4.511		136.071	36.542
	UNDP			54.165	15.776	27.074	-10.312
A4 Project mgm	GEF			80.085	1.147	-264555	84.391
	UNDP			68.712	59.429	167.184	21.831
Total	GEF	60.508	370.038	126.355	124.728	-24.836	269.135
	UNDP	41.625	115.111	175.169	1.147	215.138	41.606

Source: CDRs 2011, 2012, 2013, 2014, 2015 and 2016

From the analysis of the data provided on the CDR per year (and considering that 2011 and 2012 were not reported per activity), it can be observed that the project spent 27.2% of its resources on Activity 1, 22,4% on Activity 2, 28,4% on Activity 3 and 23,5% on management. The percentages spent are quite consistent with the percentages originally proposed on the prodoc.

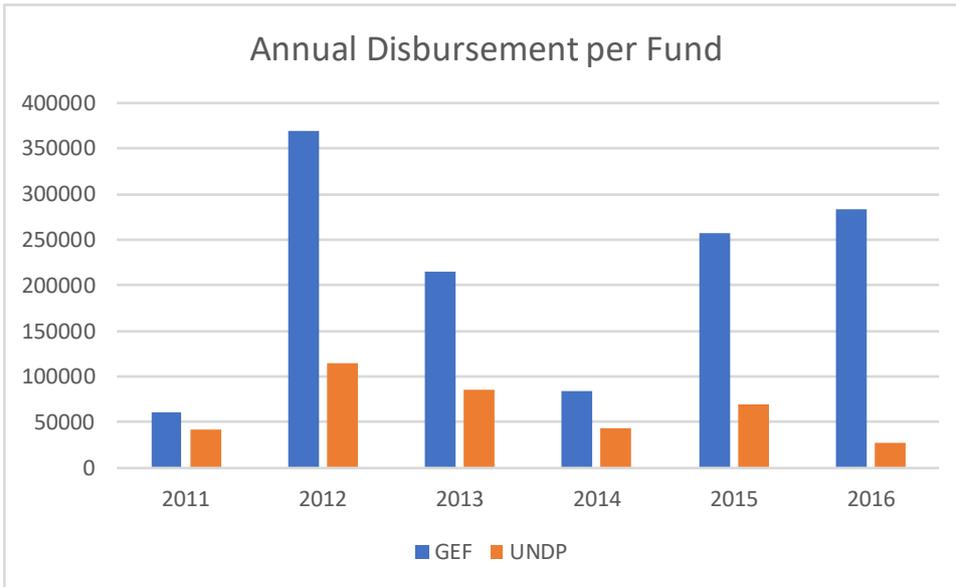
Table 10 Annual Disbursement per fund

Source of funds	2011	2012	2013	2014	2015	2016	% execution
GEF	60.508	72.340	214.534	83.227	256.712	283.545	95,82%
UNDP Track	41.625	412.809	85.175	42.616	69.512	26.408	97,20%
TOTAL	102.133	485.149	299.709	125.844	326.224	309.953	96,43%

Source: CDRs 2011, 2012, 2013, 2014, 2015 and 2016

The project has spent a total of USD 1.649.012, 96,43% of the available budget.

Figure 2. Annual Disbursement per Fund



2012 shows the greatest expenditures of the project. As paradoxical as it may seem, the project had the greatest expense in the year of the coup d'état. This corroborates the affirmations made by the interviewed stakeholders assuring that the project managed to continue operating thanks to the management of funds by UNDP.

The project was audited in 2014. The following table shows the main conclusions:

Table 11 Observations of the project's financial audit

Observation	Recommendation	Planned actions
UNDP-financed capital equipment is not labeled.	We recommend to the Project Coordination to ensure the labeling of capital assets financed by UNDP.	Find a supplier who can provide the sticker paper and the reporter on the goods
Project Accounting is held under software installed on the chief accountant's laptop not connected to a network. However, the risk of data loss is reduced thanks to the backup of data by the chief accountant on an external hard disk.	We recommend the transfer of data to a desktop computer connected to a network and continue the data backup on the external hard drive.	Install the software on the computer while waiting for the installation of the network.
We found that the production Quarterly Combined Expenditure Reports (CDR) is not systematic	We recommend that the UNDP Country Office ensure the systematic production of CDRs quarterly, in addition to the annual CDR.	The Bureau takes note of the recommendation and it will be implemented.

Table 12 Co-financement

Name of co-financier	Amount confirmed at CEO endorsement (USD)	Amount mobilized by 31/12/2014	Amount mobilized by 31/12/2017	% Mobilization of co-financement
MEPIR	800.000	16.471		2%
AGIR	1.490.000	0		0%
CHIMBO	100.000	55.800		56%
PRESAR (MADR)	670.000	217.665		32,48%
UNDP	760.000	511.295	738.654,28	97,2%
IBAP	100.000	82.160	86.111,10	86,11%
Total	3.920.000	883.391		

Source: Data provided by PMU and IBAP

The information on co-financement should have been included in the PIRs. This is not the case. The evaluator did ask PMU and UNDP on several occasions to fill in the information on table 12.

As indicated on the MTR, concerning the AGIR and PRESAR projects, the low level of co-financing is explained by the sanctions taken by the donors against Guinea Bissau during the 2012 coup d'état. Thus, these projects were canceled and conditioned on the resumption of the constitutional order.

Unfortunately, no further information is available and thus the analysis is incomplete. As can be observed on the above table, there is only information for the entire period on the cofinancement from UNDP and IBAP. Both reached 97,2 and 86,1% respectively. There is no data on the other cofinancers established in the prodoc. The evaluator concludes that the project did not monitor its cofinancement properly.

3.2.5 Monitoring and Evaluation

Monitoring and evaluation are key elements of the project. The evaluator has analyzed the follow-up carried out by UNDP as GEF's Implementing Agency as well as the executing partner.

UNDP Regional Technical Adviser (RTA) carried out, during the entire lifespan of the project, one monitoring mission to the country during the month of October 2012 to participate on the project inception workshop. The objective of the first visit was to meet with the main counterparts of the project to analyze progress in implementation; participate in the Inception Workshop; visit project sites and meet communities in the DBT Complex and discuss GEF 5 programming with GEF focal point and UNDP.

During the visit the UNDP RTA detected the following key points:

- There were issues regarding staff recruitment processes between IBAP and UNDP as well as payment schedule issues;
- Project extension to April 2016 proposed in the 2011-2012 PIR was discussed and agreed upon;
- Reiterated the importance of monitoring co-financement contributions to fulfill MTR requirements;
- There seemed to be conflict between IBAP and Chimbo Foundation;
- There were issues with the project's CTA and different views from UNDP and IBAP's view. The project did reach an agreement during the mission;
- World Bank co-funding of the PA System through the establishment of a second project to fund BioGuiné Trust Fund;
- GEF-5 related issues; and

- The RTA also identified a critical risk to the project management related to political instability. More specifically “First and foremost, all further progress at the local and central levels depends on the further stabilization of the political situation and governance systems, or at least on the creation of an environment in which project staff, government counterparts and local communities can move around in the country at will and without risk.

Since no other missions were conducted to the country, at regional level, the progress was monitored through PIR delivery and revision. At country level, UNDP has been more involved on financial and administrative monitoring of the project.

The PMU is the unit responsible for the preparation of the quarterly progress reports and the annual PIR that UNDP presents to the GEF. The PMU’s project coordinator prepared the draft that was then supervised by UNDP RTA and CO Environment Program Officer. The PIRs were developed for all the years (2012, 2013, 2014, 2015, 2016 and 2017) and are of good quality. Nevertheless, it is worth mentioning that the PIRs do not present the yearly co-financement. Thus, it can be concluded that the financial monitoring of the project co-financement was not appropriate. Despite this fact, the resources assigned for the monitoring are considered sufficient. The monitoring plan does not have aspects of gender per se, but the project worked and approved their AWP including activities related to gender.

On the other hand, the prodoc details 6 risks and their respective mitigation measures. It has been verified during the evaluation mission and the documentary review that the PMU has monitored the status of the risks and is aware of new risks to the sustainability of the project. These new risks will be developed in the sustainability section.

The prodoc presents a strong and thorough monitoring plan consisting of the different monitoring phases and allocating sufficient resources. Also, the tools are provided to monitor specific indicators, like the METT and Financial and Management Capacity Scorecards. All these three tools were used during the reporting periods. The MSC technique was not used during the project.

Overall, the evaluator considers that the M&E plan was consistent with the project’s objectives and outcomes, sufficient resources were allocated, and key evaluation activities conducted. In this regard, the evaluator rates the M&E as **Satisfactory (S)**.

3.2.6 Coordination and Management by UNDP country office and IBAP

The implementation of the project was conducted under the national execution modality (NEX). However, during the first year of the project, the implementation modality was a NIM "assisted" modality. Indeed, any disbursement and procurement process were done by UNDP. This has resulted in cumbersome processes, a notion of time wasted, and difficulty in managing field activities with UNDP procedures.

Following repeated requests from IBAP, and the project team, an independent UNDP-commissioned study was conducted showing the capacity of IBAP to manage the funds. As a result, a quarterly cash advance system has been in place since October 2012. Since then, UNDP made cash advances available to the project team on a quarterly basis to allow for direct cash flow, execute certain contracts and directly finance certain activities. The PMU could directly contract and execute contracts below USD 30.000.

All those interviewed felt that the procurement, contracting and payment procedures had been long and burdensome since the start of the project, but, at the same time, guarantee

transparency and close monitoring of expenditure. Indeed, despite their constraint, the evaluator does consider that these procedures, although cumbersome, are still necessary under the political context inherent in the country to guarantee transparency and accountability.

Significant delays have been identified in procurement processes and disbursements of funds. The MTR calculated an average delay of 2 months between the date of request for funds and the date of disbursement of funds by UNDP. This fact was corroborated with IBAP's financial personnel during the TE mission. The project management team found itself repeatedly without the funds available to implement the planned activities. IBAP has shown great flexibility in making cash advances to the project. This made it possible to avoid situations of unpaid wages or excessive blocking of activities in the field. The availability of cash advances has to some extent improved the efficiency of administrative and financial procedures. Also, during the coup d'état in 2012, almost all projects funded through external cooperation were halted since the funds to operate rested within the respective ministries. This was not the case for the project. Thanks to UNDP financial procedures and the fact that the resources are transferred quarterly, the project was able to continue its operations and thus it did not have to stop during the 2012 Coup d'état.

UNDP, as the implementing agency for GEF funds, is responsible to the GEF for the successful implementation of the project. Its mandate is fund management, strategic, technical and administrative support. Its role includes supporting project teams in the practical organization of meetings and workshops and in the procurement and recruitment of staff. It must also serve as a relay for the financial transactions of the project. The UNDP / GEF Regional Office is responsible for monitoring the project and ensuring that the project meets the principles of incremental cost while achieving global environmental benefits.

While UNDP has generally played its role, most of the interviewed stakeholders consider that the quality of UNDP technical and policy support has been only moderate, given the administrative burden and short time available for UNDP teams. Also, the heavy workload and large country portfolio managed by the RTA did not help him to allocate time to the project. The evaluator considers the quality of the implementation by UNDP as **Moderately Satisfactory (MS)**.

3.3 Project's Results

3.3.1 General Results (*achievement of objectives*)

The TE was conducted over a year after the project activities were concluded. This has implied that the evaluator has conducted the analysis based on the PIR and QPRs plus all the project products submitted by PMU. The interviewed actors, outside from the PMU and IBAP's personnel, had a general knowledge on the level of achievement of the different products. The following table presents a summary of the project's achievements per objective (looking at the measured indicators) as well as the three project outcomes.

Table 13 Project results and achievements

Objective / Outcome	Level of achievement of results during the TE	Rating
To establish and operationalize terrestrial Pas in the Dulombi-Boé-Tchetch (DBT) complex and thereby significantly expand and strengthen	Despite the adversities, including a coup d'état in 2012 and almost chronic political instability in the country, the project has achieved its primary objective, the legal creation of two protected areas and three biological corridors. The project, despite being scheduled for completion in 2016, continued	HS

<p>Guinea-Bissau's PA system (measured with the establishment of the PAs; decrease in rate of forest cover loss and the status of emblematic species in the PAs).</p>	<p>to operate until the declaration of the PAs was obtained. Moreover, the declared areas add up to 406,556 ha, 27% more than what was planned on the prodoc (319,000 ha).</p> <p>The project has carried out a lot of measures, in terms of capacity building, increasing number of forest guards, promotion of alternative livelihoods with other stakeholders and improved IBAP's GIS capacity to effectively monitor deforestation. Nevertheless, they were not able to measure the indicator. Despite this fact, deforestation has been greatly halted due to the 2015 government's decision to establish a 5-year moratorium on tree cutting across the country.</p> <p>Also, due to the increased presence of park rangers in DBT Complex as well as awareness raising campaigns and agreements with resident communities, the actual pressure to endangered species has decreased considerably. Effective collaboration with Chimbo Foundation has helped estimate actual Chimpanzee population, especially in Boé National Park. Carnivorous species and other ungulates have been observed. There is no faunistic monitoring per se, but observations are recorded as well as monitoring of decommissionings.</p>	
<p><u>Outcome 1.</u> Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of Pas in the forest belt region</p>	<p>To attain this outcome, the project designed and executed four outputs. The first one, related to the legal establishment of the PAs, although delayed, was fully accomplished. The DBT Complex with its two PAs and three corridors, was finally approved in early June 2017 through the Official Bulletin of the Republic, promulgating the package of laws creating the PA by the President of the Republic following the Council of Ministers approval in February 2017. The second product, the elaboration of the PAs management plans, was also accomplished through the elaboration of Dulombi and Boé's National Parks management plans including their corridors (conducted in a very participatory manner) together with the needed information to properly develop the plans, like the fauna and flora inventories. In this regard, IBAP's personnel and park rangers. The project did also work on a revised version of the National PA Strategy integrated DBT complex (product 1.3) and developed the respective business plans for the PAs. Funding the PAs management is still a key aspect to guarantee the SNAP sustainability and there is where BioGuiné Trust Fund comes into play.</p> <p>Overall, the indicator and its target have been reached. As stated on the MTR, this does not come as a surprise since, due to the nature of this project,</p>	<p>S</p>

	<p>it is quite normal to view such an increase. For example, indicator 5 related to the conception of the PA and indicator 13 related to management of personnel. Nevertheless, the evaluator has seen that, in fact, most immediate threats to the terrestrial ecosystems have been mitigated through the expansion of the PA system and at least, for the time being, through effective management. Unsustainable agricultural practices, illegal hunting and logging has indeed been reduced, specially, since 2015 with the entry into force of the moratoria on logging for five years. As indicated by IBAP's Director, DBT is currently being managed under a scenario of minimum financial and human resources. It remains to be seen if IBAP will be able to keep immediate threats under control.</p>	
<p><u>Outcome 2.</u> Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative and effective PA network.</p>	<p>According to the prodoc, a capacity needs assessment ought to have been conducted during the early stages of the project. This assessment was not done. Nevertheless, the evaluator has had the chance to interview members of the Steering Committee's established per PA and noted that such spaces indeed function and are key to the area's governability. Due to the absence of government representatives from the different Ministries, this coordination space is the only one the local inhabitants must share their concerns. The Capacity Development Scorecard measures the capacity improvement at the systemic, institutional and individual level. In this respect, the project has managed to exceed the expected end of project target in all three levels. This has been achieved by reinforcing IBAP's material, technical and individual capacities throughout the project's duration. Also, awareness and training sessions on the creation of the PAs and the management of natural resources in these areas have been successfully completed. Overall, through document review and direct interviews, the level sensitization of IBAP's personnel, local government individual as well as traditional powers is good.</p> <p>The project did collaborate with BioGuiné Trust Fund and did present a project concept to the EU in 2012. Besides that, no other efforts to locate additional financial resources were carried out. The Financial Scorecard measures the financial sustainability of the PA management. The reports vary considerably from one report to the other. Also, IBAP, as stated on the MTR, uses an administrative and financial monitoring software for various projects. This is not the case for this project.</p>	<p>S</p> <p>MS</p>

<p><u>Outcome 3.</u> Participatory conservation management approaches in the DBT Complex are implemented.</p>	<p>To achieve this outcome, the project intended to promote sustainable management approaches. In this regard, the project did deploy 22 people on both parks (18 park rangers, 2 conservationists and 2 community agents) plus identified and empowered other 20 community collaborators as focal points for the project. These people have been key in promoting the project and the conservation goals of the PAs. These human resources, the sensitization campaigns and specific training together with the establishment of the Piloting Committee's has helped to manage the areas and reduce the risks identified to terrestrial ecosystems. All interviewed actors were clear that they are within a PA and what that entails. More importantly, the sense of empowerment has greatly increased and now they all have the sense of ownership of the natural resources and do want to protect them. The project was also to strengthen the capacity of local associations, NGOs and steering committees. To do so, the project was to carry out a need's assessment. This was not done. Nevertheless, and considering the local organizations funding and technical limitations, especially in Boé NP, the project has established effective working relationships with local NGOs, for example, Chimbo Foundation and local NGOs working with the EU funded project. The project has coordinated all sustainable livelihoods activities through the piloting committees trying to allocate as many resources possible to the local population. Considering the little budget available for this component, only USD 50.000 in grants, they did manage to carry out demonstrative activities although they are insufficient to change people's way of living. The prodoc also included a product designed to integrate biodiversity conservation upon productive sectors based on the DBT Complex area of influence. The PMU, through IBAP, has managed to participate on the design and decision of potential threatening activities to the PAs, like the bauxite mine and the construction of a road, but there was no strategic planning behind it. It seems that the project has been more reactive than proactive in this matter.</p> <p>The "Most Significant Change" (MSC) technique allows to evaluate the changes and impacts of the project on the local communities' day to day life. Nonetheless, this technique was only conducted during the MTR with 80% of the population consulted indicating a significant change on their lives since the establishment of the project. During the TE, the evaluator consulted all local stakeholders</p>	<p>MS</p>
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	<p>on their perception of the importance and relevance of the PA and sustainable livelihoods practices. The great majority of interviewed stakeholders greatly appreciate the fact that they are now more empowered on the use and care of their natural resources and wish to improve their agricultural practices to obtain greater yields while conserving their NNRR. Nonetheless, all indicated, without exception, that they had wished for more resources and projects to improve their wellbeing.</p>	
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3.3.2 Relevance

“Relevance is the degree to which the objectives of a project remain valid and pertinent either as originally planned or a subsequently modified owing to changing circumstances within the immediate context and external environment or that project”

The project was formulated in accordance with the priorities identified in the National Strategy and Biodiversity Action Plan (2005) which identifies the creation of Dulombi and Boé National Parks as national priorities. With the 2014 elections, and as indicated on the MTR, the government confirmed its environmental priorities, and was pleased to honor its international commitments with 26% of the territory in Protected Areas. This was also confirmed during the TE mission where the evaluator met with Government officials from the Office of Planning and GEF Focal point and they all confirmed that the current Government continues to prioritize the consolidation of the terrestrial PAs as part of their Country Economic Memorandum of 2015, Terra Ranca! A fresh Start. The strategic document indicates that “The protected areas under SNAP are envisioned to act as local development poles, supporting local populations and sustainable-use economic activities as well as conserving biodiversity and ecosystems. These areas directly support a population of over 70,000 and indirectly support national and regional economic activities and bring global benefits” and “Five terrestrial areas are expected to be added as part of the Dulombi, Boe and Tchetché (DBT) complex, increasing total coverage to approximately 26% of national territory” (page 207 Report No. 58296-GW).

In the framework of sectoral policies, the project was also in line with the priorities defined in the second national strategy document for poverty reduction (DENARP, June 2011). It stipulates, in Axis II, the objective of developing tools for the coherent management of national physical spaces and natural resources and reducing the pressure on forest resources. As part of the project, the IBAP developed the new National PA Strategy, in which the DBT Complex is integrated as one of the key points of the strategy. The challenge of this new strategy now lies in improving the management of PAs, and the financial sustainability of SNAP.

All stakeholders interviewed agreed that the project preparation was participatory and consultative and resulted in a quality project document. The intervention logic is relevant, and the logical framework is well constructed, except for two indicators that should have been revised to be effectively monitored by the project team. In terms of alignment, most of the participants interviewed agreed that the project is perfectly aligned with national priorities that respond to international commitments and conventions signed and ratified by Guinea-Bissau.

Based on the information available and the interviews conducted, the project strategy was assessed as **satisfactory (S)**.

3.3.3 Effectiveness and efficiency

The effectiveness, the extent to which a project brings about desired outcomes, is measured by the relevance of the results, the project's performance and its success. Relevance is the degree to which the objectives of a project remain valid and pertinent as originally planned or as subsequently modified owing to changing circumstances. Performance is the progress made by the project relative to its objectives and lastly, success, it is measured as the extent to which a project has brought about change to target groups and communities. Success is also based on the project's impact, sustainability and contribution to capacity building or institutional building⁵. As stated on section 3.3.1, the project has achieved its three outcomes. All three outcomes are considered relevant and pertinent as they were key in achieving the project's main objective, the establishment and operationalization of terrestrial PAs in the DBT Complex. Both outcome 1 and 2, mitigation of immediate threats to terrestrial ecosystems through the effective expansion and management of PAs and the improved systemic and institutional capacity of PA management stakeholders to properly manage the PAs were achieved **satisfactorily**. Proof of it is the legal enactment of the two PAs in 2017 and the capacity building activities conducted throughout the life of the project. More importantly, this capacity rests within IBAP and can be applied to further develop the SNAP. Regarding the third outcome, the implementation of participatory management techniques, the capacity building exercises and sensitization campaigns together with the success of the piloting committees in both Boé and Dulombi NP as well as the promotion of alternative livelihoods helped the achievement of this outcome. Worth mentioning that the project was not able to involve the private sector in biodiversity conservation tasks as originally planned in the prodoc. The evaluator rates the project's effectiveness as **satisfactory**.

Efficiency is the optimal transformation of inputs into outputs. A strategic decision implemented by the project aligned to its efficiency is the fact that, in a logic of cost reduction and simplification of the administrative and legal procedures, the project decided to group the DBT complex in 2 APs: on the one hand Boé-Tchetche and on the other hand Dulombi-Cuntabane-Salifo. This approach is more efficient, less expensive (only 2 management teams instead of 5, only 2 Management Plans, etc.), and meets the challenges of the IBAP to manage 26% of its territory in APs with limited means.

As a result, the project did not push for the recognition of the specific legal status of Corridor. Corridors will be recognized as integral parts of PA management units. These will be less restrictive areas from a regulatory point of view.

The level of implementation of activities and achievement of outputs is presented in Table 13. On the basis of the originally expected financial performance levels, the evaluator considers that the level of achievement of the expected outputs is **satisfactory** in relation to the financial resources invested. Overall, the level is satisfactory although the implementation was greatly delayed. The project, although planned to finalize in April 2016 with the given extension, did remain operative until 2017 to ensure the primary objective was accomplished, the legal enactment of the two PAs. The evaluator considers that the use of financial resources has been **relatively** efficient in relation to the different activities that were supported and the level of implementation of the expected outputs.

⁵ Development Effectiveness, Review of Evaluative Evidence, UNDP, Evaluation Office, 2001.

3.3.4 Integration

The integration refers to the projects successfully integrate UNDP's priorities in the country as per their United Nations Development Action Framework (UNDAF). Guinea Bissau's UNDAF has four main effects related to human rights and the rule of law, creation of employment and improvement of working conditions to reduce poverty and sustainably managing the environment, quality basic social services and the strengthening of a credible security and justice system in Guinea-Bissau.

The project is framed within outcome 2 of the UNDAF. More specifically, it helps achieve its output 2.2 of development of national institutions, professional associations and populations in general capacity to ensure the long-term diversification of food production and improvement of the nutritional situation of the poor population and output 2.3 related to strengthened capacity of national institutions and enterprises and CBOs in the environmental sector to implement and monitor legislation and standards to prevent environmental and natural resources degradation. The project has indeed improved the two areas governance through the piloting committees and the Steering Committee to a lesser extent, it has strengthened IBAPs capacity to fulfill its role and effectively protect the nation's biodiversity through the establishment of protected areas and helped reduce poverty by providing job opportunities to community members as park rangers and strengthened their personal capacities as well as promoted the development of new and improved sustainable livelihoods. Therefore, the evaluator considers that the project implementation is indeed aligned and **integrates** UNDP's national priorities.

3.3.5 Sustainability

Sustainability is defined as "the likelihood of continued benefits after the GEF project ends". Thus, the evaluator has considered the risks that are likely to affect the continuation of project outcomes. To do so, during the desk review process as well as interviews conducted, financial, socio-economic, institutional, governance and environmental risks were assessed.

Financial sustainability

The financial factor plays a significant risk for the sustainability of the project. Indeed, now that the Protected Areas are created, it is a question of really managing them.

- How will the IBAP absorb 11% more PA into the SNAP?

According to IBAP's management, DBT Complex (including both PAs and their respective corridors) are now being managed under the scenario of "minimum" in terms of human resources and equipment. During the PPG of the GEF PIMS Project 5368 "Strengthening the financial and operational framework of the national PA system in Guinea-Bissau", an in-depth assessment was undertaken by the Fundo Brasileiro para a Biodiversidade (FUNBIO) estimating that the FBG endowment of 24 to 46 million USD, with an estimated return of 5.9%, would be sufficient to sustainably finance the recurrent costs of the country's existing protected areas and biodiversity conservation efforts in perpetuity, using four different scenarios – minimalist, realistic, strategic and priority. Therefore, there is a lot of pressure on FBG to generate the so needed endowment. This new project, under its 1st component of strengthening the financial framework of the national PA system, intends to spearhead the capitalization of the FBG with an objective to reach USD 8,6 million in four years. IBAP and FBG are aware that the return currently obtained is not enough to cover its recurrent costs. Also, there are no international experiences with trust funds which cover 100% of the PAs systems recurring costs. Having said

this, to guarantee the SNAP financial sustainability, IBAP will have to continue searching for external funds and guarantee funds from the new Government.

Institutional and governance sustainability

When assessing the institutional and governance sustainability, the evaluator looked to answer the following questions:

- At the political level, is the Government still interested in expanding terrestrial protected areas and strengthening the SNAP?

The current government does. Proof of this it is the declaration of the COP10 as well as the fishing agreement of the EU and its transfer of part of the income to the IBAP. Nonetheless, the changes are continuous, and the pressures are diverse, which puts into question the real capacity of the State to continue supporting SNAP.

- Will local actors continue their conservation activities beyond the project lifespan?

Most "political" actors (Governors, administrators, regulators, djargas) interviewed view the work of IBAP and park rangers with good eyes and plan to continue supporting conservation efforts.

- Are there policies that promote or facilitate perverse incentives that will affect the benefits of the project?

The vision and objectives of IBAP and DGFF are different. There are conflicts in areas bordering the park for forest concessions vs. conservation. Mining near the park is also a latent problem. The country does not have a common vision regarding the development and establishment of national protected areas and biodiversity conservation. Also, the State creates the protected areas but does not contemplate its management and maintenance on the national budget.

Socio-economic sustainability

- Did the project contribute to local people changing effectively how they cultivate the land, burn forests, hunt, etc?

Awareness work, communication through the Management Committee, joint control between the parties and, to a certain extent, the alternatives promoted, have reduced the pressure on fauna and flora. More importantly, empowerment over the community's natural resources is the most important factor for change.

During the TE interviews, a new risk came across. The potential loss of community involvement and participation due to diminishing resources available to promote sustainable livelihoods alternatives. All actors interviewed, from communities, associations, departmental government representatives to park rangers did agree that if no alternatives are given to the local population very little can be done in terms of reducing the pressure on natural resources.

- Are there market or state incentives to guarantee the continuity of sustainable production practices in the DBT Complex?

No. This is the weakest issue in terms of sustainability. There are few actors working in the area and there are still strong interests to exploit resources, for example, wood. The existing moratoria for the period 2015-2020 has helped reduce the pressure in the protected areas and its buffer zone. Nonetheless, the uncertainty exists as to what will happen after the coming

presidential elections. If the moratoria is discontinued, more pressure will be placed and illegal activities will increase. IBAP has now greater monitoring and patrolling capacities and can indeed improve the sanctioning of illegal actions. The PA corridors have good access roads. This could be a negative factor since there is greater access to the forest resources but also IBAP can control the access points easily. On the other hand, illegal extraction of precious wood is more complicated in the Boé NP due to the poor state of the road.

Individual, institutional and systemic capacity

- Is the capacity at the national and local levels adequate to ensure sustainability?

At the individual level, IBAP has strengthened capacities both at Headquarters and park rangers as well as community representatives. The capacity building exercises have been numerous and diverse although training must be continuous.

- Were the necessary capacities developed for the elaboration of laws, plans, diagnoses, etc?

Yes. IBAP understands that the park conservation approach together with the development of the corridors is adequate for the conservation of biodiversity and seeks to replicate the model. The management and business plans for both parks and corridors were greatly discussed with stakeholders and the zoning approved. Also, the action plans need to be further worked to adapt them to the local reality and ensure that they integrate local inhabitants into the park's management activities and responsibilities.

All risk dimensions are important to the sustainability analysis. As such, the following table rates the above described dimensions:

Table 14 Sustainability ratings

Dimensions	Rating
Financial	ML
Socio-economic	ML
Institutional framework and governance	L
Environmental	L

Legend:

Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U); Highly Unlikely (HU); Not applicable (NA); Unable to Assess (UA)

The overall rating for sustainability cannot be higher than the lowest rated dimension since all dimensions are considered critical to sustainability. In this regard, and considering that the socio economic and financial dimensions have been rated Moderately Likely, the overall rating for sustainability is thus **ML**.

3.3.6 Catalytic role

The evaluation has investigated the project's catalytic role. In this regard, the evaluator has considered the extent to which the project has demonstrated; a) production of a public good; b) demonstration; c) replication and d) scaling up. The following table presents the consideration of these aspects.

Table 15 Replication approach analysis

Production of a public good	The production of a public good is the lowest level of the catalytic approach and it refers to the development of new technologies and approaches. IBAP, through the project, has adopted the biological corridor when looking at protected area establishment and has effectively legally enacted the two protected areas of Boé and Dulombi which include their respective corridors. They have capacitated their personnel and have the capacity to further develop the concept and they have the intention to, when future areas are designed and declared, to include biological corridors. Also, new technologies have been applied when promoting sustainable livelihoods within the protected areas which, if the means are available by local populations, will most likely be replicated.
Demonstration	The alternative livelihoods component (within outcome 3) has, together with the project partners (other projects and NGOs) identified the most suitable techniques to increase production and yields and thus decrease pressure of the NNRR. The project worked on increasing income of beekeepers with the introduction of new production and exploitation of honey techniques; wet rice cultivation which provided higher yields and helps reduce impacts of shifting cultivation fires on forests; natural restoration of palm trees in native habitats. Also, local inhabitants' participation in conservation efforts, through the community volunteers and designated personnel per village within the PAs, has helped empowerment of their rights in regard to their resources. The project invested a lot of energy and resources on capacity building exercises on what it entails to live within a PA and the values of biodiversity conservation.
Replication	As indicted above, IBAP has the capacity to replicate the model proposed with the creation of the two PAs and their biological corridors and if the funds are available, local communities could replicate the sustainable livelihood experiences promoted with the project and its partners.
Scaling up	The project worked on the PAs management plans. Both plans were considered to be highly participatory. The plans propose a clear zoning with different uses and IBAP continues to further develop the actions plans. Being inhabited protected areas implies that the management plans have to actively include people living within the PAs in the management and implementation of conservation and sustainable livelihoods measures. This new approach to conservation management plans could indeed be adopted elsewhere within the SNAP.

3.3.7 Impact

Impact evaluations ought to look, when dealing with nature and biodiversity conservation and the establishment of PAs to reduce pressure on NNRR, on key findings that are to be proven by the projects. Such key findings are:

- Verifiable improvement upon the ecological status;
- Verifiable reductions on the tension upon ecological systems and
- That the progress is directed towards the reduction of the tension or the ecological improvement through specific process indicators.

The impact analysis does require the availability of comparable data regarding the improvement of the ecological status or the existence of process indicators that suggest the impact might happen in the future.

As specified on the M&E section, the project has not been able to properly monitor the indicator on rate of forest cover loss nor the actual status of emblematic species. Nonetheless, it can be concluded that there is progress towards the reduction of the tension and the ecological improvement since the first indicator was indeed accomplished, the establishment of the two PAs and thanks to the existing moratoria until 2020 on wood harvesting and the increase of park rangers and decommissioning missions, there is indeed less pressure on the forests and on the emblematic species. Also, there is evidence of greater numbers of African Chimpanzee and other animals thought not to be present in the PAs.

The project seeks a positive impact on the conservation of species of fauna and flora of global importance for biodiversity. In this sense, thanks to the declaration of the PAs and the biological corridors of the DBT Complex, it will be possible to support the conservation of migratory species and others in danger of extinction, such as the chimpanzee and important forests for the SNAP not previously represented in the System.

To determine the impact, the following indicators can be used:

- Number of hectares included in the decree of conformation of the park;
- Visualization of emblematic fauna species;
- Proxy indicator: Lower incidence of burning practices in forest deforestation, among others.

4 Conclusions, recommendations and lessons

Conclusions

- Although the formulation process was lengthy, the project preparation was participatory and consultative and resulted in a quality project document. The intervention logic is relevant and the logical framework is well constructed, except for two indicators that need to be revised to be effectively monitored by the project team. The project is very consistent with Guinea Bissau's national priorities and international commitments.
- Due that both PAs are inhabited by long-standing communities, where traditional land-uses are predominant, new PA categories and internal zoning rules were designed focusing on "sustainable use" rather than "strict conservation".
- The project preparation phase was highly participatory and consultative and resulted in a quality project document.
- The logic of intervention and project is well designed. The project is consistent with national and international priorities, with UNDP's CPD and the UNDAF as well as with the country's Terra Ranca strategy. Three project indicators were not properly monitored.

- The risks were considered to, in general terms, as medium during project design. Several risks have changed to a lower rating and were properly monitored by IBAP. The mitigation measures proposed were appropriate.
- Most stakeholders identified on the prodoc did participate on both the Steering Committee as well as Piloting Committees. Due to political unrest and continuous changes suffered at ministerial level, the Steering Committee did not always count with the same participants. This fact made the PMU lose considerable amount of time explaining the project objectives and outcomes to the new comers. The Steering Committee is not considered to have played a strategic role. Nonetheless, it did fulfil its role as decision-making body validating project results and AWP.
- The Piloting Committee have become essential tools for the PAs governability and promote management arrangements to ensure biodiversity conservation but also a space to coordinate with IBAP which is seen by communities as the only Government representative in their areas. This poses an opportunity but also a threat. A lot of requests are posed to IBAP which is not, and should not, fulfil since it is not their responsibility and thus puts more pressure on them. Nonetheless, IBAP is doing its best to help local inhabitants.
- The project has coordinated effectively with other projects and initiatives present in the area. There are no official agreements but coordination did exist. The project is well integrated within IBAP. The coordinator played a pivotal role in seeking to integrate project activities with other projects. The project executed, in six years, 96,4% of its budget. The percentages spent per outcome or atlas activity are consistent with the percentages originally proposed on the prodoc. The project continued operations during the 2012 coup d'état. UNDP was efficient in ensuring funds for the project when other donors discontinued project funding. The PMU showed great negotiation skills and were able to continue operating during the coup d'état and after. Also, IBAP, as an autonomous institute, has managed to operate semi-independently from its parent ministry and maintains a very strong reputation of professionalism, dedication and transparent institute.
- The project co-financement has not been properly monitored. The co-financement has not been reported on the PIR and although the evaluator requested in several occasions to both PMU and UNDP, no final information was provided.
- Procurement, contracting and payment procedures have been long and burdensome since the start of the project, but, at the same time, guarantee transparency and close monitoring of expenditure. IBAP has shown great flexibility in making cash advances to ensure the project continued with its operations. UNDP's technical and policy support has been moderate given the administrative burden. The quality and implementation by UNDP is considered as Moderately Satisfactory.
- Regarding the project objective, it is considered to be highly satisfactory since the project did, although delayed, establish and operationalize terrestrial PAs in DBT Complex and thus significantly expand and strengthen GBs PA system. Considering the permanent political instability and changing situation the evaluator finds it quite remarkable that IBAP did manage to officially declare the PAs and now continues to administer and manage the areas.
- Worth mentioning that the protected areas declared add up to 406.556 ha, 27% more than was officially planned on the prodoc (319,000 ha).
- Deforestation has been greatly halted due to the 2015 government's decision to establish a 5-year moratorium on tree cutting across the country. Even though it is

possible that the moratorium disappears with the new government to come from the coming elections and without a doubt the pressure will increase in the NPAs and corridors, IBAP has now greater capacity and can control strategic access points to try and control deforestation and illegal logging practices.

- The M&E was consistent with the project's objectives and outcomes, sufficient resources were allocated, and key evaluation activities conducted. UNDP RTA got more involved at the beginning of the project but due to other responsibilities and work overload, was not able to properly supervise project execution. UNDP's monitoring has been more administrative and financial than substantive. The M&E has been rated as satisfactory.
- There is no faunistic monitoring per se, but observations are recorded as well as monitoring on decommissioning. Park rangers have been trained but still do not have enough capacity to carry out a systematic monitoring on deforestation and fauna.
- Most immediate threats to terrestrial ecosystems have been mitigated through the expansion of PA system and at least, for the time being, through effective management.
- The project did not have greater incidence of the SNAPs financial sustainability. FBG plays a key role in guaranteeing sufficient resources to cover recurring costs. At this time, DBT complex is being managed under a scenario of "minimum" human and financial resources.
- Local communities understand what it entails to live within a NPA and biological corridor and most importantly, the sense of empowerment has greatly increased and now they all have the sense of ownership of their natural resources and wish to protect them for future generations.
- The sustainable livelihoods component is key for the success of PA management. All actors agreed that without sufficient resources to promote alternative livelihoods and help change the way they worked the land, it will be very difficult to continue protecting the NNRR.
- Although not all outputs were achieved, specially considering outputs 3.2 and 3.3, the evaluator considers that, even though the difficulties encountered during implementation, the project did manage to achieve its main objectives and overall outcomes and thus rated the project's effectiveness as satisfactory. The use of financial resources has been relatively efficient in relation to the different activities that were supported and the level of implementation of the expected outputs.
- Although the training needs assessment was not carried out at the start of the project, the material, technical and human capacities of the IBAP were effectively reinforced. Awareness and training sessions on the creation of PAs and the management of natural resources in these areas have been successfully completed. The evaluator believes that the current level of awareness of IBAP managers and technicians, regional and local decision-makers, communities and other stakeholders at the local level is good.
- There are a lot of expectations placed on FBG to obtain the necessary endowment to ensure coverage of SNAP's operating costs. Regardless of UNDP-GEF Project 5368 possible success to attain, in the coming two years the 8,4 Million USD, this will not be enough to cover SNAP costs.
- The evaluator estimates moderately likely (ML) socio-economic and financial sustainability and institutional and environmental sustainability as Likely (L) that will be achieved by the project. The main challenges for the future rely on the potential

pressure on the natural resources once the moratorium expires and to ensure the financial sustainability of the SNAP.

Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project

- Design easier to monitor biodiversity conservation indicators. Taking into consideration IBAP's actual monitoring capacity, more concrete and easier to monitor indicators should have been designed. For example, number of hectares of forests included in the PA legal enactment or the number of burning practices to monitor forest degradation or visualization of emblematic fauna rather than actual numbers.
- UNDP and PMU ought to ensure proper co-financement monitoring. Co-financement should be included in the PIRs. RTA need to stress this fact and UNDP monitor it on the ground.
- Future conservation projects would require strong community development work for conservation. The impacts of the project on communities has been important but deserve to be strengthened.
- Develop and implement a community development program;
- Analyze the possibility of including environmental education campaigns with public schools in PA.
- Continue using the radio as means of disseminating environmental campaigns.

Actions to follow up or reinforce initial benefits from the project

- The PAs management action plans ought to be designed taking into consideration the importance of including the communities living within the areas and their traditional uses of the NNRR. More creative ways have to be thought of to ensure the communities active involvement in nature conservation and park management in order to make it fully operational and sustainable.
- The Project alone cannot meet the needs expressed by the communities in the NPAs, as the project's resources have been limited and some of the needs expressed by the communities are out of reach. The project should broaden its partnerships with other interventions likely to intervene in the same areas.
- On the project team side, it is recommended to be more proactive in requesting funds and more rigorous in the justification of the use of cash advances, to allow UNDP to process requests for renewal of advances in funds. deadlines.
- To build individual capacity, a training plan should be carried out at IBAP level. The same applies for other key stakeholders.
- Ensure that the same imagery is used to compare the baseline forest cover loss to the end of project situation.

Proposals for future directions underlining main objectives

- Design and establish in line with the NPAs management plan concrete logging supervision activities. The key entry points should be determined and assign necessary resources for park rangers to carry out monitoring and control tasks.
- There is a total lack of land use planning at the national level. All government institutions must generate income and of course this generates conflict. It is necessary to have a common vision for the country in relation to nature conservation and sustainable development.

Best and worst practices in addressing issues relating to relevance, performance and success

- The Project has invested a lot of time and efforts to make the PA management planning process as participatory as possible. This has helped to transfer the value and importance of conservation of biodiversity to local communities and has greatly helped local communities' empowerment.
- Piloting Committees are essential governability tools. In remote PAs where government presence is scarce, these committees become essential spaces to share concerns and look for answers. IBAP has played a key role in their formation and continues to do so.
- The indicators are well designed and do indicate change in terms of pressure on natural resources. Nonetheless, it is important to, before establishing the indicators, to analyze whether the implementing agency has the capacity to actually monitor the indicators.
- The procurement and disbursement of funds has been very troublesome. Although these processes ensure transparency.
- The creation of a protected area of these characteristics (2 parks and 3 corridors) takes a long time, even more in the context of political instability that the country is experiencing; design a more long-term intervention that includes a period of support during the beginning of the life of the park. "Accompany the first steps"
- Implementing a new protected area in highly disadvantaged remote areas where the population lives off natural resources must be accompanied by a very strong component of productive alternatives.
- The Piloting Committees can become a very interesting space for governance. This space, given the characteristics of poverty and absence of the State and its institutions, gives greater relevance and pressure to the IBAP to respond to the multiple requests it receives. These projects are not only about biodiversity conservation. They are development projects and that is how they should be seen.

Table 16 Rating Project Performance

Evaluation criteria	Rate	Comments
Monitoring and Evaluation		
Overall quality of M&E	S	Indicators and M&E plan was appropriate.
M&E design at project start up	S	
M&E Plan Implementation	S	
IA & EA Execution		
Overall Quality of Project Implementation / Execution	S	Objective and outcomes achieved. Lacked two outputs.
Implementing Agency Execution	S	Managed to effectively implement the project
Executing Agency Execution	MS	Procurement and administrative delays due to cumbersome procedures
Outcomes		

Overall Quality of Project Outcomes	HS	The main objective was accomplished and
Relevance	S	Project aligned to both national and UN strategies
Effectiveness	S	Outcomes and outputs effectively achieved
Efficiency	S	Resources used moderately efficiently
Catalytic role		
Production of a public good	Yes	Included the concept of biological corridor within a PA. new technologies applied when promoting sustainable livelihoods
Demonstration	Yes	Most suitable techniques to increase production and yields identified and promoted
Replication	Yes	IBAP has the capacity to replicate the model proposed with the creation of the two PAs.
Scaling up	U/A	Management plans highly participatory and need to include local inhabitants.
Sustainability		
Overall likelihood of risks to Sustainability:	ML	
Financial resources	ML	BGF expected to generate considerable endowment although not enough to cover recurring costs.
Socio-economic	ML	Importance to continue promoting sustainable livelihood alternatives if BD conservation is to prevail.
Institutional framework and governance	L	IBAP and local actor's improved capacity and able to replicate model
Environmental	L	No environmental issues raised.
Overall Project Results		
	S	

5 Annexes

5.1 ToR

INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of **Support to the Consolidation of a Protected Area System in Guinea-Bissau's Forest Belt** (PIMS 3650.)

The essentials of the project to be evaluated are as follows:

PROJECT SUMMARY TABLE

Project Title:	Support to the Consolidation of a Protected Area System in Guinea-Bissau's Forest Belt			
GEF Project ID:	GEF ID 3575		<i>at endorsement (Million US\$)</i>	<i>at completion (Million US\$)</i>
UNDP Project ID:	PIMS No. 3650 GNB00075274 Award: 59979	GEF financing:	1.00	1.00
Country:	Guinea-Bissau	IA/EA own:	0.82	0.82
Region:	Africa	Government:	1.47	
Focal Area:	Biodiversity	Other:	1.69	
FA Objectives, (OP/SP):	BD-3 (PA networks)	Total co-financing:	3.16	
Executing Agency:	IBAP	Total Project Cost:	4.87	
Other Partners involved:	Environment Secretariat of State; Foundation "Chimbo"	ProDoc Signature (date project began):		09/07/2010
		(Operational) Closing Date:	Proposed: 30/09/2014	Actual: 30/04/2016

OBJECTIVE AND SCOPE

Guinea-Bissau is a small country wedged between the sub-Saharan arid ecosystems and the Guinean moist forest ecoregion. The resulting combination creates majestic terrestrial landscapes and a patchy mosaic of dense and open forests, gallery forests and woodland savannah that are rich in globally significant plant and animal life and a refuge for many migratory species that move across the West-African savannahs. The forest belt region of Guinea-Bissau (south and southwest) contains several and rare and threatened species of birds, higher plants, reptiles and mammals, including elephants (*Loxodonta africana*), large ungulates such as the buffalo (*Syncerus manus*), hippopotamus (*Hyppopotamus amphibius*) and the eland (*Taurotragus derbianus*). These outstanding terrestrial ecosystems have until now remained unprotected. In turn, protection of the coastal and marine region of western Guinea-Bissau –also extremely rich in biodiversity – has received for the past decade the undisputed attention of both donors and Government in their effort to conserve the country’s natural endowment. Six marine and coastal parks have been created and are being effectively managed. They cover almost 15% of the country’s territory. This project was designed to correct this imbalance in conservation priorities with respect to ecosystem representation.

This project is part of the GEF’s Strategic Programme for West Africa (SPWA), Sub-component on Biodiversity. **The project’s goal is** to conserve globally significant biodiversity in Guinea-Bissau’s forest belt region by creating and strengthening protected areas. Its specific **objective** is to establish and operationalize terrestrial PAs in the Dulombi-Boé-Tchetche (DBT) complex and thereby significantly expand and strengthen Guinea-Bissau’s PA system. In order to achieve this objective, three outcomes are expected from the project, as follows:

- (1) Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region;
- (2) Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative PA network; and
- (3) Participatory conservation management approaches in the DBT Complex are implemented.

Despite being one of the poorest nations on Earth, the Guinea-Bissau is showing great courage in conservation and expects through this project to protect almost a quarter of its territory, preserve globally important biodiversity, maintain regionally critical migratory routes, protect emblematic species such as the western chimpanzee and the African elephant and give its people viable options for sustainable development.

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

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 APPROACH AND METHOD

An overall approach and method⁶ for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. 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 ([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 Guinea-Bissau, covering several areas and sites including Boé, Dulombi, Tchetché, Beli, Cansamba, Quirafo, Cuntabane and Xitole. Interviews will be held with the following organizations and individuals at a minimum:

- the GEF operational focal point
- Ministry of Agriculture and Rural Development (General Directorate/Department of Forestry and Fauna)
- State Secretariat for Environment (SEA)
- IBAP
- Bioguinea Foundation Executive Secretariat
- Ministry of Economy, Planning and Regional Integration (General Directorate of Planning),
- Gabu, Bafatá an Quinará Regional Government
- Project Steering Committee
- Project team (capital and field-based)
- Key co-financiers, partners and donors (World Bank, FFEM, EU, MAVA Foundation, etc.)
- UNDP Country Office
- UNDP-GEF Regional Technical Advisor for Ecosystems based in Istanbul, Turkey.

The evaluator 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- and 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.

⁶ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

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	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

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 will receive assistance from the Country Office (CO), IBAP and Project Team to obtain financial data to complete the co-financing table below, which will be included in the terminal evaluation report.

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	Planned	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.

IMPACT

The evaluation will assess the extent to which the project achieved 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.⁷ . In assessing project results, the TE will: a) seek to determine the extent of achievement and shortcomings in reaching project objectives as stated in the project appraisal document, and indicate if there were any changes and whether those changes were approved. If the project did not establish a baseline (initial conditions), the evaluators should seek to estimate the baseline condition so that achievements and results can be properly established; b) focus on achievements in terms of outputs, outcomes, or impacts. Output achievement is easy to access but not sufficient to show whether the interventions were effective in delivering global environmental benefits. Impacts may take a long time to manifest thus difficult to be assessed at this stage. Instead, assessment of outcomes captures project efficacy in terms of delivering medium-term expected results. The outcomes will be rated based on the following scale:

- **Highly satisfactory (HS)**. The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- **Satisfactory (S)**. The project had minor shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- **Moderately satisfactory (MS)**. The project had moderate shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- **Moderately unsatisfactory (MU)**. The project had significant shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- **Unsatisfactory (U)**. The project had major shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.
- **Highly unsatisfactory (HU)**. The project had severe shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency.

⁷ 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](#)

CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations** and **lessons**.

IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Guinea-Bissau. The UNDP CO will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country. The Project Team will be responsible for liaising with the evaluator to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

EVALUATION TIMEFRAME

The total duration of the evaluation will be 30 days according to the following tentative plan:

Activity	Tentative Timeframe
Preparation	4 days, June-July 2018
Evaluation Mission	12-day mission in June-September, dates TBD
Draft Evaluation Report	10 days, to be submitted within 4 weeks after field mission, yet at the latest by 19 October
Final Report	4 days, to be submitted within 2 weeks after receipt of comments, at the latest by 9 November (N.B. the official annual deadline for submission to the GEF is in early December)

EVALUATION DELIVERABLES

The evaluator is expected to deliver the following:

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 Evaluation Report	Full report with annexes (per annexed template), in draft version	Within 4 weeks of the evaluation mission	Sent to CO & RTA, reviewed by RTA, PCU, GEF OFPs

Final Evaluation Report*	Revised report	Within 2 weeks after receipt of comments, at the latest by 9 November (N.B. the official annual deadline for submission to the GEF is in early December)	Sent to CO & RTA for clearance by RTA and uploading to UNDP ERC.
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*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.

EVALUATOR

The evaluation will be conducted by one independent international consultant, with additional support provided either by a national consultant or suitable counterparts in UNDP CO and IBAP . The consultant shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The international consultant will be responsible for finalizing the report. The evaluator selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The evaluator must present the following qualifications:

- Minimum of 10 years of relevant professional experience
- Knowledge of UNDP and GEF
- Previous and recent experience with results-based monitoring and evaluation methodologies;
- Technical knowledge in the targeted focal area(s)
- Experience using SMART indicators and reconstructing or validating baseline scenarios;
- Experience working with the GEF or GEF-evaluations would be an asset;
- Experience conducting similar evaluations in Africa would be an advantage;
- Demonstrated understanding of issues related to biodiversity and protected area management
- Experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset.

Qualifications of International Consultant

- Have a master's degree in biology, environmental studies, development studies, or other fields related to biodiversity and protected areas management

- A minimum of 10 years of relevant experience is required.
- Substantive experience in evaluating similar projects, preferably with UNDP-GEF or other UN or GEF agencies;
- Excellent English writing and communication skills, with sufficient verbal communication skills in Portuguese, Spanish or French, and sufficient reading skills in Portuguese.
- Highly knowledgeable of participatory monitoring and evaluation processes, and experience in evaluation of technical assistance projects with major donor agencies;
- Ability and experience to lead multi-disciplinary and national teams, and deliver quality reports within the given time;
- Familiarity with Guinea-Bissau or other similar countries in (West) Africa is an asset;
- Excellent in human relations, coordination, planning and team work.

The international consultant will take the overall responsibility for the quality and due submission of the final evaluation report. Specifically, the international consultant will perform the following tasks:

- Lead and manage the evaluation mission;
- Design the detailed evaluation scope and methodology (including the methods for data collection and analysis);
- Decide the division of labor within the evaluation team;
- Conduct an analysis of the results, outcomes and outputs;
- Present preliminary TE outcomes to stakeholders;
- Draft related parts of the evaluation report;
- Finalize the evaluation report in English and submit it to UNDP Guinea-Bissau (completion by the team in both languages would be desirable but is not a requirement, given that translation can be considered).

EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the [UNEG 'Ethical Guidelines for Evaluations'](#)

PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
20%	upon approval of the TE Inception Report
30%	Following submission and approval of the complete draft TE report
50%	Following submission and approval (by UNDP-CO and UNDP-GEF RTA) of the final terminal evaluation report

Annex A: Project Logical Framework

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

Indicator framework as part of the SRF

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
Objective - To establish and operationalize terrestrial PAs in the Dulombi-Boé-Tchetché (DBT) complex and thereby significantly expand and strengthen Guinea-Bissau's PA system.	1. Terrestrial Protected Areas (TPA) legally established within the DBT Complex <i>Refer to Annex 1 for an overview of the SNAP (national PA system).</i>	0 ha gazetted in the DBT Complex The SNAP baseline coverage is 536,972 ha and represents 14.9% of the national territory	319,000 ha of new protected areas in the terrestrial biome of the country representing 8.8% of national territory are gazetted. This will bring the SNAP's total coverage to 885,972 ha or 23.7% of national territory	Official Document or Government Gazette	<u>Risks:</u> Political and institutional instability disrupts minimal governance conditions necessary for project implementation The Government of Guinea-Bissau assigns less priority and limited support for PA expansion in the DBT Complex
	2. Decrease in the rate of forest cover loss in the core areas of the DBT Complex (Dulombi and Boé) expressed in terms of the change in hectareage for dense forest and open forest <i>See Box 1 and Annex 2 for explanations.</i> <i>See also Project Map 3 in Section IV, Part II</i>	<u>In Boé:</u> Dense forest reached as low as 226 ha in 2007 and is being lost at a avg. rate of 11% per year <u>In Dulombi:</u> Dense forest reached as low as 478 ha in 2007 and is being lost at an avg. rate of 23% per year Open forest covered 17,503 ha in 2007 and is being lost at an avg. rate of 4% per year	The aim is to decrease the annual rate of loss of forests to 1% or less so that: - Boé's dense forest hectareage will be stabilized at around 200 ha. - Dulombi's dense forest hectareage will not drop below 270 ha. - Dulombi's open forest hectareage	Studies on land-use change for the Dulombi and Boé area. Annex 2 contains some methodological notes. These studies will be refined at project inception.	<u>Assumptions:</u> Approval by the Council of Ministers (Executive Branch) of the gazettal dossiers for the DBT Complex will not meet political barriers. Political stability is minimally maintained throughout project execution period

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
			will not drop below 17,500 ha.		Adequate financial support to IBAP through Government budget is obtained.
	3. The status of emblematic species such as the African elephant in the Dulombi NP and the western Chimpanzees in the Boé area	According to recent survey by Chimbo Foundation, there are approximately 500 chimp individuals in the Boé area. Elephant survey will require update.	Populations of emblematic species maintained stable	Faunal survey	
Outcome 1. Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region	4. Increased scores on the GEF4's PA Management Effectiveness Tracking Tool "METT" for all five target sites within the DBT Complex <i>Refer to Annex 5 for the complete Tracking Tool.</i>	[1] Dulombi NP 19 [2] Boé NP 20 [3] Cuntabane-Quebo Corr. 19 [4] Salifo Corridor 19 [5] Tchetché Corridor 21	All scores are ≥ 30 by the MTE All scores are ≥ 40 by end of project	Application of the GEF4's PA Management Effectiveness Tracking Tool "METT" for all five target sites within the DBT Complex vetted by mid-term and final evaluations	<u>Risks:</u> Climate change will exacerbate habitat fragmentation in terrestrial ecosystems <u>Assumptions</u> Ecosystems in the DBT Complex can regenerate fast from degradation and are resilient enough to withstand the most immediate climate change effects
Outcome 2. Improved systemic and institutional capacity provides the enabling framework for establishing and managing a more representative PA network.	5. Increased scores on the UNDP's Capacity Development Scorecard for Protected Areas Management over the baseline	Systemic 14 / 30 (44%) Institutional 24 / 45 (54%) Individual 10 / 21 (46%) (General avg. 49%) <i>Refer to Annex 3 for summarized and detailed scores.</i>	Scores, expressed in absolute terms, increase by at least 20%	Application of UNDP's Capacity Development Scorecard through CEO Endorsement, mid-term and final evaluations	<u>Risks:</u> IBAP's financial sustainability does not improve sufficiently fast, as potential contributors to the BioGuiné Trust Fund (government, donors, foundations and private sector) are reluctant to be part of the mechanism
	6. Results from the application of UNDP's	Total Score for PA System = 40 out of a total possible score of 197 (i.e. 20%)	Scores, expressed in absolute terms,	Application of UNDP's Financial Sustainability Scorecard (as part of	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	Financial Sustainability Scorecard	<i>Refer to Annex 4 and Annex 5 respectively for summarized and detailed scores</i>	increase by at least 30%	the METT) by mid-term and final evaluations	<u>Assumptions</u> IBAP is amenable to absorbing capacity through training, coaching and renewed experience with PA management in the terrestrial biome.
Outcome 3. Participatory conservation management approaches in the DBT Complex are implemented.	7. Communities' perception of their livelihood stake in the good stewardship of biological resources in the DBT Complex, measured through the periodic and independent application of the 'Most Significant Change' (MSC) technique.	Not Applicable The MSC technique is to be applied once the project has been launched and some form of change has occurred. The baseline corresponds to all assessments that corroborate the situation analysis for this project, particularly with respect to land-uses and livelihoods.	Changes in livelihoods are perceived through the independent application of the MSC technique	Results and analysis from the application of the MSC technique by mid-term and final evaluators	<u>Risks:</u> Political upheaval in the region, especially in neighboring Guinea Conakry, adds pressure to resources in the DBT Complex Bauxite mining activities expand near the proposed area for the Boé National Park <u>Assumptions</u> Communities are supporting of PAs in the DBT Complex as they realize and share benefits. <u>Assumptions</u> Communities in the DBT Complex are amenable and receptive to change.

ANNEX B: LIST OF DOCUMENTS TO BE REVIEWED BY THE EVALUATORS

GEF Project Information Form (PIF), Project Document, and Log Frame Analysis (LFA)

Project Implementation Plan

Implementing/Executing partner arrangements

List and contact details for project staff, key project stakeholders, including Project Boards, and other partners to be consulted

Project sites, highlighting suggested visits

Mid Term Review (MTR) Report

Annual Project Implementation (APR/PIR) Reports

Project budget and financial data

Project Tracking Tool, at the baseline and at the mid-term (if applicable)

National PA policies, strategies, plans and legislation

UNDP Development Assistance Framework (UNDAF)

UNDP Country Programme Document (CPD)

UNDP Country Programme Action Plan (CPAP)

GEF FOCAL AREA STRATEGIC PROGRAM OBJECTIVES ANNEX C: EVALUATION QUESTIONS

This is a generic list, to be further detailed with more specific questions by CO and UNDP GEF Technical Adviser based on the particulars of the project.

• Evaluative Criteria Questions	• Indicators	• Sources	• Methodology
• Relevance: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> • How does the project support the objectives of CBD Programme of Work on Protected Areas? 	<ul style="list-style-type: none"> • Linkages between project objective and elements of the CBD, such as key articles and programs of work • UNDP Financial and Capacity Scorecards 	<ul style="list-style-type: none"> • National Biodiversity Strategy and Action Plan • Project documents 	<ul style="list-style-type: none"> • Document analyses • Interviews with UNDP and project partners • Desk review • CBD website
<ul style="list-style-type: none"> • How does the project support the GEF strategic priorities? 	<ul style="list-style-type: none"> • Level of coherence between project objective and national policy priorities and strategies, as stated in official documents 	<ul style="list-style-type: none"> • National legislation and policy documents, such as PA law, National PA and Biodiversity Strategies and Action Plan • Project documents 	<ul style="list-style-type: none"> • Document analyses • Desk review • Interviews
<ul style="list-style-type: none"> • How does the project support the environmental and sustainable development objectives of the country? 	<ul style="list-style-type: none"> • Approved policy and legislation related to management plans, budgets, and relevant retention and land fees. • Existence of National PA Forum to coordinate lobbying/advocacy and donor funds, among other things • Level of financing for PA system 	<ul style="list-style-type: none"> • PA Law • PA Master Plan • Project documents • UNDP Financial and capacity Scorecards 	<ul style="list-style-type: none"> • Document analyses • Interviews with UNDP and project partners • Desk review
<ul style="list-style-type: none"> • What was the level of stakeholder participation in project design? • ☐ What was the level of stakeholder participation in project design? • ☐ How does the project support the needs of relevant stakeholders? • ☐ Has the implementation of the project been inclusive of all relevant stakeholders? 	<ul style="list-style-type: none"> • Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.) • ☐ Collaboration opportunity • ☐ Collaborative management approaches 	<ul style="list-style-type: none"> • Project staff • Local and national stakeholders • ☐ Project documents 	<ul style="list-style-type: none"> • Document analyses • Field visit interviews • Desk review

	<ul style="list-style-type: none"> ☑ Increased resources and investment 		
<ul style="list-style-type: none"> • How does the project support the GEF biodiversity focal area and strategic priorities? 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Is the project internally coherent in its design? 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • How is the project relevant with respect to other donor-supported activities? 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Does the project provide relevant lessons and experiences for other similar projects in the future? 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Effectiveness: To what extent have the expected outcomes and objectives of the project been achieved? 			
<p>Has the project been effective in achieving the expected outcomes and objectives?</p> <ul style="list-style-type: none"> ☑ Institutional capacity in place to assess, plan and implement priority conservation management of DBT Complex forest belt taking advantage of newly available EU funding mechanisms and GCF 	<ul style="list-style-type: none"> ☑ See indicators in project document results framework and logframe • 	<ul style="list-style-type: none"> ☑ .Project documents ☑ Project team and relevant stakeholders ☑ Data reported in project annual and quarterly reports • 	<ul style="list-style-type: none"> ☑ Documents analysis ☑ Interviews with project team ☑ Interviews with relevant stakeholders
<p>Farmers' capacity and incentives for and participation in conservation- oriented management of forestry and humid zones is improved</p> <ul style="list-style-type: none"> ☑ Monitoring and evaluation programme for biodiversity conservation management in place ☑ National policy for forestry ecosystem schemes incorporates project experience 	<p>Farmers' capacity and incentives for and participation in conservation- oriented management of forestry ecosystems and humid zones is improved</p> <ul style="list-style-type: none"> ☑ Monitoring and evaluation programme for biodiversity conservation management in place ☑ National policy for forestry ecosystem schemes incorporates project experience 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<p>How is risk and risk mitigation being managed?</p> <ul style="list-style-type: none"> ☑ How well are risks, assumptions and impact drivers being managed? ☑ What was the quality of risk mitigation strategies developed? Were these sufficient? ☑ Are there clear strategies for risk mitigation related with long-term 	<ul style="list-style-type: none"> ☑ Completeness of risk identification and assumptions during project planning and design ☑ Quality of existing information systems in place to identify emerging risks and other issues 	<ul style="list-style-type: none"> ☑ Project documents ☑ UNDP, project team, and relevant stakeholders • 	<ul style="list-style-type: none"> ☑ Document analysis ☑ Interviews •

sustainability of the project?	☑ Quality of risk mitigations strategies developed and followed		
What lessons can be drawn regarding effectiveness for other similar projects in the future? ☑ What lessons have been learned from the project regarding achievement of outcomes? ☑ What changes could have been made (if any) to the design of the project in order to improve the achievement of the project's expected results?	☑ .	☑ Data collected throughout evaluation	☑ Data analysis

• Efficiency: Was the project implemented efficiently, in-line with international and national norms and standards?

<ul style="list-style-type: none"> • Was project support provided in an efficient way? • Was adaptive management used or needed to ensure efficient resource use? • Did the project logical framework and work plans and any changes made to them use as management tools during implementation? 	<ul style="list-style-type: none"> • Availability and quality of financial and progress reports • Timeliness and adequacy of reporting provided • Level of discrepancy between planned and utilized financial expenditures • Planned vs. actual funds leveraged • 	<ul style="list-style-type: none"> • Project documents • Project staff • 	<ul style="list-style-type: none"> • Desk review • Interviews with project staff •
<ul style="list-style-type: none"> • Were the accounting and financial systems in place adequate for project management and producing accurate and timely financial information? • Were progress reports produced accurately, timely and responded to reporting requirements including adaptive 	<ul style="list-style-type: none"> • Cost in view of results achieved compared to costs of similar projects from other organizations • Adequacy of project choices in view of existing context, infrastructure and cost • Quality of results-based management 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

<p>management changes?</p> <ul style="list-style-type: none"> Was project implementation as cost effective as originally proposed (planned vs. actual)? Did the leveraging of funds (cofinancing) happen as planned? Were financial resources utilized efficiently? Could financial resources have been used more efficiently? Was procurement carried out in a manner making efficient use of project resources? How was results-based management used during project implementation? 	<p>reporting (progress reporting, monitoring and evaluation)</p> <ul style="list-style-type: none"> Occurrence of change in project design/ implementation approach (i.e. restructuring) when needed to improve project efficiency Cost associated with delivery mechanism and management alternatives 		
		<ul style="list-style-type: none"> 	<ul style="list-style-type: none">
<p>How efficient are partnership arrangements for the project?</p> <p>☑ To what extent partnerships/ linkages between institutions/ organizations were encouraged and supported?</p> <p>☑ Which partnerships/linkages were facilitated? Which ones can be considered sustainable?</p> <p>☑ What was the level of efficiency of cooperation and collaboration arrangements?</p>	<p>☑ Specific activities conducted to support the development of cooperative arrangements between partners,</p> <p>☑ Examples of supported partnerships</p> <p>☑ Evidence that particular partnerships/linkages will be sustained</p> <p>☑ Types/quality of partnership cooperation methods utilized</p>	<p>☑ Project documents and evaluations</p> <p>☑ Project partners</p> <ul style="list-style-type: none"> and relevant stakeholders 	<p>☑ Document analysis</p> <p>☑ Interviews</p> <ul style="list-style-type: none">
<p>Which methods were successful or not and way?</p>			
<p>Did the project efficiently utilize local capacity in implementation?</p> <p>☑ Was an appropriate balance struck between utilization of international expertise as well as local capacity?</p>	<p>☑ Proportion of expertise utilized from international experts compared to national experts</p>	<p>☑ Project documents and evaluations</p> <p>☑ UNDP</p>	<p>☑ Document analysis</p> <p>☑ Interviews</p>

<p>☐ Did the project take into account local capacity in design and implementation of the project?</p> <p>☐ Was there an effective collaboration between institutions responsible for implementing the project?</p>	<p>☐ Number/quality of analyses done to assess local capacity potential and absorptive capacity</p>	<p>☐ Beneficiaries</p>	
<p>What lessons can be drawn regarding efficiency for other similar projects in the future?</p> <p>☐ What lessons can be learnt from the project regarding efficiency?</p> <p>☐ How could the project have more efficiently carried out implementation (in terms of management structures and procedures, partnerships arrangements etc...)?</p> <p>☐ What changes could have been made (if any) to the project in order to improve its efficiency?</p>	<p>☐</p>	<p>☐ Data collected throughout evaluation</p>	<p>☐ Data analysis</p>

• Sustainability: To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?

<p>To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?</p> <ul style="list-style-type: none"> • 	<p>☐ Financial requirements for maintenance of project benefits</p> <p>☐ Level of expected financial resources available to support maintenance of project benefits</p> <p>☐ Potential for additional financial resources to support maintenance of project benefits</p> <ul style="list-style-type: none"> • 	<p>☐ Project documents</p> <p>☐ Project staff</p> <p>☐ Project stakeholders</p> <ul style="list-style-type: none"> • 	<p>☐ Field visit interviews</p> <p>☐ Desk review</p> <ul style="list-style-type: none"> •
<p>Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained?</p> <ul style="list-style-type: none"> • 	<p>☐ Level of initiative and engagement of relevant stakeholders in project activities and results</p> <ul style="list-style-type: none"> • 	<p>☐ Project documents</p> <p>☐ Project staff</p> <p>☐ Project stakeholders</p> <ul style="list-style-type: none"> • 	<p>☐ Field visit interviews</p> <p>☐ Desk review</p> <ul style="list-style-type: none"> •

Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? •	<input type="checkbox"/> Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits •	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders •	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review •
To what extent are the project results dependent on socio-political factors?	<input type="checkbox"/> Existence of socio-political risks to project benefits	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review
To what extent are the project results dependent on issues relating to institutional frameworks and governance?	<input type="checkbox"/> Existence of institutional and governance risks to project benefits	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review
Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	<input type="checkbox"/> Existence of environmental risks to project benefits	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review

• **Result/Impact:**

Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective? •	<input type="checkbox"/> Existence of logical linkages between project outcomes and impacts •	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders •	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review •
Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits? •	<input type="checkbox"/> Environmental indicators <input type="checkbox"/> Level of progress through the project's Theory of Change •	<input type="checkbox"/> Project documents <input type="checkbox"/> Project staff <input type="checkbox"/> Project stakeholders •	<input type="checkbox"/> Field visit interviews <input type="checkbox"/> Desk review •

ANNEX D: RATING SCALES

<p>Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution</p> <p>6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS) 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems</p>	<p>Sustainability ratings:</p> <p>4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks</p>	<p>Relevance ratings</p> <p>2. Relevant (R) 1.. Not relevant (NR)</p> <p>Impact Ratings:</p> <p>3. Significant (S) 2. Minimal (M) 1. Negligible (N)</p>
<p><i>Additional ratings where relevant:</i> Not Applicable (N/A) Unable to Assess (U/A)</p>		

ANNEX E: EVALUATION CONSULTANT CODE OF CONDUCT AND AGREEMENT FORM

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form⁸

⁸www.unevaluation.org/unegcodeofconduct

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: _____

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at *place* on *date*

Signature: _____

ANNEX F: EVALUATION REPORT OUTLINE⁹

- i. Opening page:
 - Title of UNDP supported GEF financed project
 - UNDP and GEF project ID#s.
 - Evaluation time frame and date of evaluation report
 - Region and countries included in the project
 - GEF Operational Program/Strategic Program
 - Implementing Partner and other project partners
 - Evaluation team members
 - Acknowledgements
- ii. Executive Summary
 - Project Summary Table
 - Project Description (brief)
 - Evaluation Rating Table
 - Summary of conclusions, recommendations and lessons
- iii. Acronyms and Abbreviations
(See: UNDP Editorial Manual¹⁰)
1. Introduction
 - Purpose of the evaluation
 - Scope & Methodology
 - Structure of the evaluation report
2. Project description and development context
 - Project start and duration
 - Problems that the project sought to address
 - Immediate and development objectives of the project
 - Baseline Indicators established
 - Main stakeholders
 - Expected Results
3. Findings

⁹The Report length should not exceed 40 pages in total (not including annexes).

¹⁰ UNDP Style Manual, Office of Communications, Partnerships Bureau, updated November 2008

(In addition to a descriptive assessment, all criteria marked with (*) must be rated¹¹)

- 3.1** Project Design / Formulation
- Analysis of LFA/Results Framework (Project logic /strategy; Indicators)
 - Assumptions and Risks
 - Lessons from other relevant projects (e.g., same focal area) incorporated into project design
 - Planned stakeholder participation
 - Replication approach
 - UNDP comparative advantage
 - Linkages between project and other interventions within the sector
 - Management arrangements
- 3.2** Project Implementation
- Adaptive management (changes to the project design and project outputs during implementation)
 - Partnership arrangements (with relevant stakeholders involved in the country/region)
 - Feedback from M&E activities used for adaptive management
 - Project Finance:
 - Monitoring and evaluation: design at entry and implementation (*)
 - UNDP and Implementing Partner implementation / execution (*) coordination, and operational issues
- 3.3** Project Results
- Overall results (attainment of objectives) (*)
 - Relevance(*)
 - Effectiveness & Efficiency (*)
 - Country ownership
 - Mainstreaming
 - Sustainability (*)
 - Impact
- 4.** Conclusions, Recommendations & Lessons
- Corrective actions for the design, implementation, monitoring and evaluation of the project
 - Actions to follow up or reinforce initial benefits from the project

¹¹ Using a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Marginally Satisfactory, 3: Marginally Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory, see section 3.5, page 37 for ratings explanations.

- Proposals for future directions underlining main objectives
- Best and worst practices in addressing issues relating to relevance, performance and success

5. Annexes

- ToR
- Itinerary
- List of persons interviewed
- Summary of field visits
- List of documents reviewed
- Evaluation Question Matrix
- Questionnaire used and summary of results
- Evaluation Consultant Agreement Form

5.2 Agenda

PROGRAMA DE AVALIAÇÃO DE PROJECTO

“Reforço do Quadro Financeiro e Operacional do Sistema Nacional das Áreas Protegidas na Guiné-Bissau” (GEF-PNUD-IBAP) e “Projecto de Apoio para a Consolidação do Sistema de Áreas Protegidas Terrestres nas Florestas do Sudeste da Guiné-Bissau” (GEF-PNUD-IBAP)

Dias	Hora	Actividade/Encontros	Pessoas de contacto	Instituições
22-10-2018 Segunda-feira	9:00 – 11:00	<ol style="list-style-type: none"> 1. Resolução de problemas administrativos; 2. Encontro com o Representante Adjunto e Programme Specialist/Head of Sustainable Development Cluster 	Dauda Sau	PNUD
	11:30 – 12:30	<ol style="list-style-type: none"> 1. Cumprimentos a Secretaria do Estado do Ambiente e do Desenvolvimento Durável; <ul style="list-style-type: none"> – Director Geral do Ambiente – Directora Geral do Desenvolvimento Durável – Ponto focal GEF; 	Lourenço Vaz (Chefe de Gabinete SEADD)	SEADD
	14:30 – 17:00	<ol style="list-style-type: none"> 1. IBAP: <ul style="list-style-type: none"> – Director Geral – Encarregado de programa 	Abílio Rachid Said (Complexo DBT)	IBAP

		<ul style="list-style-type: none"> – Responsável de Comunicação – Responsável do desenvolvimento comunitário – Directores dos Parques – Assistente administrativo 		
23-10-2018 Terça-feira	9:00 – 11:00	1. Ministério da Economia: <ul style="list-style-type: none"> – Direcção Geral do Plano 	Plano	Plano
	11:30 – 12:30	2. Reunião de Contacto com o Ministério da Agricultura: <ul style="list-style-type: none"> – Direcção Geral de Floresta e Fauna 		
	14:30-17:00	3. Reunião de contacto com a Fundação BioGuiné	Secretario Executivo	Fundação BioGuiné
24-10-2018 Quarta-feira	9:00 – 10:00	4. União Europeia		UE
	10:30 – 11:00	5. Fundação Chimbo - Bissau		FC
	11:30 – 12:30	1. Reunião com a UICN	Jean-Louis Sanka	UICN
	14:30 – 17:00	2. IBAP: <ul style="list-style-type: none"> – Director Geral – Encarregado de programa – Responsável de Comunicação – Responsável do desenvolvimento comunitário – Directores dos Parques – Assistente administrativo 	Abílio Rachid Said (Parque Nacional de Cantanhéz)	IBAP
25-10-2018 Quinta-Feira	9:30 – 12:30	Encontro com os Membros do Comité de pilotagem e do Conselho de Gestão sediados em Bissau: <ul style="list-style-type: none"> 2. Membros do Comité de Pilotagem 3. Membros do Conselho de Gestão dos Parques 	Constantino Maia	IBAP

	14:30 -16:00	Preparativos da missão de terreno	Abilio Rachid Saie & Directores dos Parques	IBAP
26-10-2018 Sexta-feira	07:00	<ol style="list-style-type: none"> 1. Partida para Boé (Beli) 2. Governador de Gabú, Administrador de Gabú; 3. Régulo de Boé. 	Equipa de Terreno	Poder Administrativo e Poder tradicional
27-10-2018 Sabado	09:30	Encontros em Beli: <ol style="list-style-type: none"> 1. Encontro com a equipa do PND; 2. Reunião com os membros do Conselho de gestão local e ONG; 3. Encontro com Administrador de Boé 4. Encontro com Fundação Chimbo. 	Director do PNB	Conselho de gestão local Fundação Chimbo em Beli
28-10-2018 Domingo	7:00	<ol style="list-style-type: none"> 1. Partida para Bafatá. 2. Encontro com o Governador de Bafatá, Administrador de Bafatá; 3. Encontro com o Administrador de Bambadinca; 4. Régulo de Corubal 5. Régulo de Cuntabane 6. Encontro com o Administrador de Quêbo 7. Parida para Buba 	Director do PNB	IBAP
29-10-2018 Segunda-feira	7:00	Parida para Cuntabane: <ul style="list-style-type: none"> – Reunião com Djargas de Cuntabane; – Reunião equipa DBT; – Partida para Cantanhéz. 	Director do PNB Director do PNC	IBAP
30-10-2018 Terça-feira		Reuniões em Cantanhéz: <ul style="list-style-type: none"> – Reunião com Administradores, Régulos e Chefes de tabanca; – Reunião com a equipa do parque; – Reunião com a ONG AD, Radio e TV comunitário; 	Director do PNC	IBAP

31-10-2018 Quarta-feira	7:00	Catanz: – Visita a Mata de Cambeque – Regresso a Bissau	Director do PNC	IBAP
01-11-2018 Quinta-feira	9:00 -11:30	Reunião de restituição com a equipa do IBAP, PNUD SEA, DGFF, DG-Plano e DG-Cooperação Internacional	Abílio Rachid Said	IBAP
	14:30 - 17	Reunião geral de restituição	Constantino Maia	IBAP

5.3 List of interviewed stakeholders

During the mission to the country and after via Skype, the consultant met the following stakeholders.

Num.	Date	Name	Last Name	Post and organization
1	22-oct	Gabriel	Dava	UNDP, Deputy Director
2	22-oct	Dauda	Sau	UNDP, Program Specialist
3	22-oct	Elisabete	Dumbia	UNDP, Administrative Assistant
4	22-oct	Raimundo	Lopes	GEF Focal Point, SEAM
5	22-oct	Matilde	da Conçençao Gomes Lopes	Directora General Desarrollo Sostenible, Secretaria Ambiente
6	22-oct	Abilio	Said	Project Coordinator
7	22-oct	Constantino	Maia	IBAP
8	22-oct	José Eliseu	Benonte	IBAP
9	22-oct	Udimila K v	Guela	IBAP
10	22-oct	Domingos	Betunde	IBAP
11	22-oct	Mamadu	Sane	FBG
12	22-oct	Joao	Mandek	IBAP
13	22-oct	Queba	Quecuta	IBAP /PNC
14	22-oct	Mauricio	Insumbo	IBAP/DDCS
15	22-oct	Justino	Biai	DG IBAP
16	22-oct	Antonio	Rechid	IBAP
17	22-oct	Joazinho	Mame	IBAP/PNLC
18	22-oct	Abdulay	Sêca	IBAP ecotourism
19	22-oct	Joa Sousa	Cordeiro	IBAP
20	23-oct	Abilio	Said	National Coordinator
21	23-oct	Fenoso	Andriamahenima	Executive Secretary FBG
22	23-oct	Mamadu	Sane	Admin and financial officer FBG
23	24-oct	Chiara	Guideti	UE Program Officer
24	24-oct	Antonia	Gomes	Strategic Planning Director
25	24-oct	Tatiana	Martínez	Technical Assistant
26	24-oct	Maria	Vasconcelos	Investigadora Universidad de Lisboa, Instituto superior agronomía
27	25-oct	Joao	Mendek	IBAP/PND
28	25-oct	Paulo	Oliveira	MRN/DGGN
29	25-oct	Constantino	Maia	IBAP/SEDE
30	25-oct	Edinaldo	Pinto	ANAC
31	25-oct	Edward	Manuel	DGPA
32	25-oct	Antonio	Rachid	IBAP
33	25-oct	Daniel	Rodriguez	INEP
34	25-oct	Jean Louis	Sanka	IUCN
35	25-oct	Queba	Quecuts	IBAP/PND
36	25-oct	Leoni	Indequi Dias	DGFF
37	25-oct	Valdinda	Silva	Ministerio Turismo
38	25-oct	Eliza Maria	Enunbabe	IBAP

Num	Date	Name	Last name	Post and organization
39	25-oct	Mustafa	Danfa	DGPA
40	25-oct	Claudia	Morina	IBAP
41	26-oct	Abd	Sambú	Governador de Gabú,
43	26-oct			Administrador de Gabú;
44	26-oct	Abdul	Ramana Djaló	Régulo de Boé.
45	27-oct	Malam	Camara	Representative Hunters
46	27-oct	Isaac	Culambi	Representative Fishermen
47	27-oct	Nomuchi	Djalo	Representative Agriculture
48	27-oct	Djan	Dansó	Representative Youth
49	27-oct	Jenabu	Queta	Representative horticulture
50	27-oct	Wiilamine	Mané	Representative bekeepers
51	27-oct	Malan	Mané	Representative Fishermen
52	27-oct	Tchino	Baldé	Representative Agriculture
53	27-oct	Mamasilo	Serra	Representative Imanes
54	27-oct	Hamadu	Balde	Representative Pastores
55	27-oct	Incun	Consul	Djarga
56	27-oct	Uri Bela	Embalo	Representative Agriculture
57	27-oct	Saddo	Cululabi	FABAADE/BOÉ
58	27-oct	Sana	Serra	Djarga
59	27-oct	Bote	Zali	Deputy
60	27-oct	Adana	Sidiba	Assistant
61	27-oct	Djamalal	Camará	Respresentative YOuth
62	27-oct	Dbie	Ddi	Curandero traditional
63	27-oct	Braima	Sori	Park ranger
64	27-oct	Mussa	Djalo	Park ranger
65	27-oct	Amadú	Turé	Park ranger
66	27-oct	Braima	Canté	Park ranger
67	27-oct	Animata	Sillo	Administrator
68	27-oct	Anoun	Payli	
69	27-oct	Djali	Queba	Park ranger
70	27-oct	Toia	Da Silva	Park ranger
71	27-oct	Billo	Djaló	Park ranger
72	27-oct	Iana	Djamanca	ADCTAL
73	28-oct	Dunda	Sambó	Bafata Governor
74	28-oct	Mio	Semedo	Bambadinca Administrator
75	28-oct		Valdez	Régulo Corubal
76	29-oct	Domingo	Betunda	PND Director
77	29-oct	Joao	Mandack	PND Adjunto
78	29-oct	Raisa	N'Bunde	Park ranger
79	29-oct	Sumaila	Baldé	Park ranger
80	29-oct	Saliu	Baldé	Park ranger
81	29-oct	Djulde	Gonbalo	Park ranger
82	29-oct	Mala	Raldi	Park ranger
83	29-oct	Samba	Camara	Djarga
84	29-oct	Amadu	Só	R. Imame
85	29-oct	Mamasamba	Balde	Djarga
86	29-oct	Tasiro	Djalo	Djarga
87	29-oct	Braima	Cande	Djarga
88	29-oct	Djibril	Balde	Djarga

Num	Date	Name	Last name	Post and organization
89	29-oct	Ussumae	Balde	Member piloting committee
90	29-oct	Biro	Balde	MASC
91	29-oct	Djule	Bari	Djarga
92	29-oct	Dalida	Balde	Participante
93	29-oct	Sadjo	Djalo	Sindicalista
94	29-oct	Alfa	Camara	Participante
95	29-oct	Aduloi	Djalo	Participante
96	29-oct	Suleimane	Balde	Participante
97	29-oct	Habibo	Balde	Participante
98	29-oct	Mamadu	Culabalde	Park ranger
99	29-oct	Amadie	Baldé	Park ranger
100	29-oct	Fatunuala	Baldé	Park ranger
101	29-oct	Zacaria	Sembó	Park ranger
102	29-oct	Armando	Nancasso	Park ranger
103	29-oct	Bubacar	Baldé	Park ranger
104	29-oct	Issaga	Djalo	Djarga
105	29-oct	Mussa	Djalo	Djarga
106	29-oct	Mamasaliu	Canté	Djarga
107	29-oct	Amadu	Seide	Djarga
108	29-oct	Corca	Djalo	Participante
109	29-oct	Bhaima	Baldé	Djarga
110	29-oct	Sirifo	Baldé	p.c management
111	29-oct	Assana	Baldé	Participante
112	29-oct	Lamarana	Djalo	Participante
113	29-oct	Mustafa	Baldé	Imame
114	29-oct	Issa	Baldé	Portavoz asociación
115	29-oct	Quintino	Nanguas	DRFFI
116	29-oct	Alicia	Baldé	Representative Yout
117	30-oct	Zeca	Odje	IBAP
118	30-oct	Idrissa	Cassama	IBAP PNC
119	30-oct	Tchutchu	Sambu	IBAP
120	30-oct	Pansan	NamBuarde	IBAP
121	30-oct	Serwe	Camde	Chefe de Tabanca
122	30-oct	Umara	Bari	IBAP
123	30-oct	Samudo	Somhá	IBAP
124	30-oct	Samine	Sane	IBAP PNC
125	30-oct	Nanady	Djalo	Marinhero
126	30-oct	Braima	S. Vieira	IBAP PNC
127	30-oct	Manuel	Mussa	MGMBRO
128	30-oct	Rachid	Said	IBAP
129	30-oct	Mamadu	Camara	Régulo
130	30-oct	Mussa	Inra	Régulo
131	30-oct	Midana	Na Cia	Administrative
132	30-oct	Alessana	Djaló	Régulo
133	30-oct	Armando	Cumarcá	IBAP PNC
134	30-oct	Djibi	Indjai	IBAP PNC
135	30-oct	Sene	Cande	Chef Tabanca
136	30-oct	Cleba	Quante	IBAP PNC
137	01-nov	Joazinho	Mane	IBAP / PNLC

Num	Date	Name	Last name	Post and organization
138	01-nov	Joao	Mandack	PND
139	01-nov	Justino	Caroné Gomes	DGA/MADR
140	01-nov	Mario	Lluná	BPNA-GN
141	01-nov	Leoni	Indequi	DGFF
142	01-nov	Antonia	Gomes	SEPIR
143	01-nov	Mustafa	Danta	DGPA
144	01-nov	Samuel	Zedo Pontes	AAAC/CAIA
145	01-nov	Daniel	Rodrigues	INEP
146	01-nov	Constantino	Carreira	PPRFJ/MADR
147	01-nov	Monica	Dglachgú	Tourism
148	01-nov	Queba	Quento	IBAP/PNC
149	01-nov	Domingos	Gomes	IBAP/PND
150	01-nov	Ojuldé	Djaló	IVLI/EC
151	01-nov	Djuba	Gomes	DIVNTEC
152	01-nov	Isabelina	Ferreira	Dinubee
153	01-nov	Justino	Biai	IBAP
154	01-nov	Fernando	Riego	PNTC
155	01-nov	Joao	Mandack	PND
156	01-nov	Joazinho	Mane	IBAP / PNLC
157	01-nov	Udimila Sadija	Vieira	IBAP
158	01-nov	Eliza	Embaló	IBAP
159	01-nov	Joao	Sousa	IBAP
160	01-nov	Abdú	Na Pum	DGA
161	01-nov	Asilum	Yan Gomes	SEPIR / DGL
162	01-nov	Queba	Queats	IBAP/DNC
163	01-nov	Domingo	Gomes	IBAP/PND
164	01-nov	Dauda	Sau	UNDP
165	01-nov	Sebaton	Djigo	UNDP evaluator
166	01-nov	Filp	Tetactor	Chimbo
167	01-nov	Letizia	Ferlito	IBAP
168	01-nov	Claudia	Moreira	IBAP
169	01-nov	Elisabete	Dumbia	UNDP
170	01-nov	Tomane	Camara	AD

5.4 List of documents reviewed

Item #	Items (siempre que sea posible son preferibles las versiones electrónicas)	Comentarios
1	PIF	√
2	Plan de Iniciación del PNUD	
3	Documento de Proyecto final del PNUD y documentos finales de aprobación del GEF (solicitud de autorización del CEO, etc).	√
4	Resultados del Diagnóstico Medioambiental y Social de PNUD	En Prodoc
5	Informes de progreso (trimestrales, semestrales, o anuales) con los planes de trabajo del proyecto e informes financieros correspondientes	√
6	Informe de Iniciación del Proyecto	√
7	Todos los Informes de Ejecución del Proyecto (PIRs)	Se dispone del PIR año 1, 2, 3, 4 y 5
8	Informes trimestrales de progreso y planes de trabajo de los diversos equipos de tareas encargados de la ejecución	√
9	Informes de auditoría (copias electrónicas si es posible)	
10	Copias electrónicas de las Herramientas de Seguimiento finalizadas y relevantes del GEF, desde la autorización del CEO a la mitad del ciclo (<i>indicar las TTs específicas para esta área de actuación del proyecto</i>)	√
11	Informes de supervisión del proyecto	√
12	Minutas de las reuniones de la Junta del Proyecto y de cualquier otro órgano relacionado (p.ej. reuniones del Comité de Evaluación Preliminar del Proyecto)	√
13	Mapas de los lugares de ejecución del proyecto, según sea necesario	√
14	Otros documentos de gestión relacionados: informes de gestión adaptativa, memorandos de la Dirección, etc	Pendiente
15	Copias electrónicas de productos del proyecto: boletines, folletos, manuales, informes técnicos, artículos, etc.	Se ha dado al evaluador acceso al Dropbox del proyecto
16	Lista resumen de las reuniones formales, talleres, etc. que se hayan realizado, indicando fecha, lugar, tema tratado y cifra de participantes	Información disponible en informes trimestrales
17	Cualquier información disponible sobre los datos de seguimiento relevantes en material medioambiental (indicadores de especies, etc.), más allá de lo que haya disponible sobre indicadores en el marco lógico de los PIRs	En PiRS
18	Cualquier dato de seguimiento relevante en materia socio-económica, como la renta media/niveles de empleo de las partes interesadas en el área de actuación, cambios en ingresos relacionados con las actividades del proyecto	En PiRS
19	Gastos reales por resultado del proyecto, incluyendo los costos de gestión, así como la documentación de cualquier revisión presupuestaria significativa	√
20	Lista de contratos y artículos adquiridos por valor superior a ~\$5.000 US\$ (por ejemplo, entidades o compañías contratadas para los productos del proyecto, etc., excepto en casos de información confidencial)	Pending
21	Tabla de cofinanciación con un desglose de los totales previstos y reales en efectivo y en especie, así como por su origen, si está disponible	√

5.5 Evaluation matrix

Preguntas evaluativas	Indicadores	Fuentes	Metodología
Relevancia: ¿Cómo se relaciona el proyecto con los objetivos principales de las áreas de interés del Convenio sobre Biodiversidad y del FMAM y con las prioridades del ambiente y de desarrollo a nivel local, regional y nacional para la conservación de la BD en los ecosistemas boscosos terrestres?			
¿Es relevante el proyecto para los objetivos de la CBD y de otros convenios internacionales?	Prioridades y áreas de trabajo del CBD incorporadas en el diseño de proyecto	Prodoc, entrevistas con personal del Proyecto, políticas y estrategias nacionales relacionadas al CBD	Análisis documental Entrevistas semiestructuradas a informantes clave (Gobierno, Organismos Internacionales) tal y como se detallan en este informe.
¿Está el Proyecto en línea con el mandato de PNUD en la materia, con las necesidades e intereses nacionales y con los compromisos nacionales/regionales/internacionales asumidos a nivel regional en materia de mercurio?	Grado en que los productos del proyecto son coherentes con las prioridades nacionales, con las áreas estratégicas de PNUD en la materia y están en línea con las exigencias de los compromisos asumidos por los países a nivel regional/internacional.	PRODOC Informes de Progreso (presentados a Donantes) AWPs Documentos Regionales especializados Plan Estratégico de PNUD Convención Minamata Informantes clave.	Análisis de documentación, investigación, y triangulación de información de revisión documental y entrevistas.
¿Es el proyecto relevante para el área de interés sobre biodiversidad del FMAM?	Existencia de objetivos claros y productos vinculados a las áreas prioritarias sobre BD del FMAM	Prodoc; Informes de avance; actores entrevistados	Análisis documental Entrevistas semiestructuradas a informantes clave (Gobierno, Organismos Internacionales) tal y como se detallan en este informe.
¿El proyecto aborda las necesidades de las comunidades de las APs y del IBAP?	Grado de participación de los interesados en el diseño y ejecución del proyecto	Prodoc, PIR, entrevistas	Análisis documental y entrevistas clave
¿El proyecto es coherente internamente con su diseño?	Nivel de coherencia entre los resultados previstos y la lógica de intervención	Prodoc, PIR, entrevistas	Análisis documental y entrevistas clave

¿Es el proyecto coherente y está alienado con la política de diferentes donantes en el país?	Similitud en los objetivos y coordinación de la asistencia	Prodoc	Análisis documental y entrevistas clave
¿El proyecto proporciona lecciones y experiencias relevantes para otros proyectos similares en el futuro?	Número de lecciones aprendidas útiles para PNUD	Informe final EF	Análisis de la documentación y entrevistas
Efectividad: ¿En qué medida se han logrado o se lograrán los resultados y objetivos previstos del proyecto?			
¿En qué medida fueron eficientes los acuerdos de asociaciones para el proyecto?	Número de acuerdos Evidencia de que se mantendrán las asociaciones	Documentos y evaluaciones de proyecto	Análisis documental y entrevistas
¿El proyecto estuvo respaldado de manera eficiente?	Disponibilidad y calidad de informes financieros y de progreso Informes proporcionados de manera puntual Nivel de discrepancia entre gastos financieros planificados y utilizados	Documentos y evaluaciones de proyecto PNUD Equipo de proyecto	
¿El proyecto utilizó la capacidad local de manera eficiente durante su ejecución?	Proporción de conocimientos especializados utilizados de expertos internacionales	Documentos y evaluaciones de proyecto PNUD Beneficiarios	
¿Qué lecciones se pueden obtener con respecto a la eficiencia para otros proyectos similares a futuro?	Número de lecciones aprendidas útiles para PNUD	Documentos y evaluaciones de proyecto	
Resultados: ¿Cuáles son los resultados reales actuales y posibles a largo plazo de las actividades respaldadas por el proyecto?			
¿Con qué eficacia el proyecto está o ha alcanzado sus objetivos a largo plazo?		Cambio en la capacidad: - Para desarrollar política; - Para gestionar efectivamente APs Cambio en el uso y la planificación de medios de vida sostenibles:	Análisis de documentos, reuniones con PNUD; entrevistas con socios

		<ul style="list-style-type: none"> - Número de capacitaciones; - Número de proyectos locales de desarrollo <p>Mayor conocimiento sobre la BD a nivel de las APs</p>	
¿Con qué eficacia está alcanzando el proyecto los objetivos del CBD?	Número de áreas terrestres protegidas; Porcentaje cobertura boscosa en las áreas protegidas; Status especies emblemáticas como el elefante africano y los Chimpancés	PIRs y entrevistas	Análisis documental. Entrevistas semiestructuradas a beneficiarios.
Sostenibilidad: ¿Están establecidas las condiciones para sustentar los resultados y beneficios relacionados con el proyecto?			
¿Las cuestiones de sostenibilidad se encuentran bien integradas en el diseño del proyecto	Pruebas / calidad de la estrategia de sostenibilidad propuesta	Documentos y evaluación MTR del proyecto	Análisis documentos y entrevistas
Sostenibilidad financiera	Resultados de la aplicación del Scorecard de sostenibilidad financiera de PNUD	UNDP Financial sustainability scorecard	Análisis documentos y entrevistas
Sostenibilidad institucional y gubernamental	<ul style="list-style-type: none"> • Grado en que instituciones locales y ONGs y Gobiernos locales han asumido las actividades; • Esfuerzos por respaldar leyes y reglamentos 	Documentos y evaluaciones; Beneficiarios	
Sostenibilidad socioeconómica	<ul style="list-style-type: none"> • Ejemplos de contribuciones a los cambios socioeconómicos sostenibles que respaldan los objetivos y estrategias del proyecto 	Documentos y evaluaciones; Beneficiarios	Análisis documentos y entrevistas

Sostenibilidad ambiental	<ul style="list-style-type: none"> • Pruebas de posibles amenazas como el desarrollo de proyectos mineros; • Evaluación de amenazas emergentes o no abordadas 	Documentos y evaluaciones; Beneficiarios	Análisis documentos y entrevistas
Desarrollo de la capacidad individual, institucional, sistémica	<ul style="list-style-type: none"> • Elementos existentes en diferentes funciones de gestión como infraestructura, planes de manejo; capacidades, etc 	Documentos y evaluaciones; Beneficiarios	Análisis documentos y entrevistas
Repetición	<ul style="list-style-type: none"> • Cantidad / calidad de iniciativas repetidas 	Documentos y evaluaciones; Beneficiarios	Análisis documentos y entrevistas
Desafíos a la sostenibilidad del proyecto	<ul style="list-style-type: none"> • Cambios recientes que pueden presentar nuevos desafíos para el proyecto 	Documentos y evaluaciones; Beneficiarios	Análisis documentos y entrevistas

5.6 Questionnaire used

Guía de entrevista semi-estructurada para socios (entrevistas a socios de gobierno, ONGs, Sociedad Civil, Sector Privado, comunidades) para la EF “Projeto do Apoio para a Consolidação do Sistema de Áreas Protegidas Terrestres nas Florestas do Sudeste da GB”

Fecha	
Entrevistados	
Nombre	
Posición	
Dirección	
Tel.	
Mail	

Introducción:

- ✓ **Agradecer entrevistado/participante por su disponibilidad para la entrevista.**
- ✓ **Presentarse brevemente.**
- ✓ **Brevemente introducir el objetivo principal de la evaluación y como vamos a recopilar la información.**
- ✓ **Preguntar si el participante/entrevistado tiene alguna pregunta específica o alguna duda antes de empezar la entrevista.**
- ✓ **Dejar claro que toda la información recopilada será estrictamente confidencial.**
- ✓ **Preguntar si el entrevistado/a da su consentimiento para grabar la conversación; dejar claro que se grabará solo para capturar mejor la información – Si el entrevistado/a no se siente cómodo/a con la grabación, no se graba.**

Parte I: información General

1. Por favor explique brevemente el trabajo de su organización y su relación con el proyecto.

Nota: Importante aquí saber exactamente co quién estamos hablando: ¿Es un representante del Gobierno directamente implicado en la ejecución del proyecto? ¿Un representante de otro Proyecto colaborador del Proyecto? ¿Un miembro de una ONG? ¿Un representante de Gobierno local? ¿un miembro de la comunidad? Dependiendo de la naturaleza de la colaboración, se deben adaptar las preguntas para hacerlas más específicas.

Información Importante:

- *¿Socio desde cuando?*
- *¿Qué tipo de relación tiene con el proyecto?*
- *¿Hay algún tipo de evidencia de la relación, un acuerdo de entendimiento?*

--

Parte II: Relevancia

Por favor explicar brevemente si considera que el Proyecto con sus tres componentes (Mitigación de riesgos para ecosistemas terrestres mitigados mediante la expansión y gestión efectiva del Complejo DBT; 2. La capacidad sistémica e institucional mejorada de actores clave del Área Protegida sirve para gestionar más eficientemente el AP y 3. Implementación de enfoques de conservación participativos en el Complejo DBT) está bien diseñado y alineado con las prioridades nacionales

(ver si hay alineamiento con la Estrategia Nacional de Cambio Climático o su Plan de Acción, Plan Nacional de Desarrollo. Buscar vínculo entre la CBD y planes nacionales.

2. ¿Respalda el proyecto otras convenciones además de la de Biodiversidad?)

(n/a con algunos socios o actores)

3. ¿Cuál fue el nivel de participación de los interesados en el diseño del proyecto? Buscar: participación IBAP, otros ministerios relevantes, a nivel local.

4. ¿Cómo apoya el proyecto las necesidades de los interesados relevantes? Diferenciar entre distintos actores: IBAP; Gobiernos locales; Comunidades. ¿La ejecución del proyecto ha incluido todos los interesados relevantes?

5. ¿La financiación del FMAM respalda actividades y objetivos no abordados por otros donantes?

6. ¿Cómo ayudan los fondos FMAM a cubrir carencias que son necesarias, pero no cubiertas por otros donantes?

7. ¿Los donantes se coordinan y complementan? ¿cómo?

8. ¿Cree que las experiencias exitosas o negativas del proyecto servirán o han servido para otros proyectos?

III. Efectividad. ¿En qué medida se han logrado o se lograrán los resultados y objetivos previstos del proyecto?

9. ¿Tiene IBAP la capacidad instalada para evaluar, planificar e implementar la gestión de la conservación en el área DBT?

10. ¿Se mejoró la capacidad de los pobladores locales (agricultores, recolectores, cazadores) y los incentivos para la gestión de su tierra orientada a la conservación y uso sostenible de los recursos naturales?

11. ¿Estableció IBAP un programa de seguimiento y evaluación de la gestión del área DBT?

12. ¿Cree usted que el Proyecto ha considerado todos los riesgos posibles? ¿Se gestionan adecuadamente? ¿Puede darme ejemplos?

Nota: Hacer referencia a los riesgos identificados (1. Inestabilidad política e institucional; 2. Poca prioridad del Gobierno a la expansión del Sistema de áreas protegidas y DBT; 3. No mejora la estabilidad financiera de IBAP; Falta de interés de los beneficiarios; 2. Ausencia de apoyo político para la implementación del RSA; 3. Agitación política en la región; 4. Cambio climático que aumenta la fragmentación de ecosistemas terrestres; 5. Actividades mineras de bauxita cerca del parque Boé.

13. ¿Qué ha hecho el proyecto para gestionar riesgos (financieros, institucionales o medio ambientales) para la sostenibilidad del Complejo DBT?

14. ¿Qué cosas se han hecho bien o mal para lograr los resultados?

III. Eficiencia. ¿El proyecto se implementó de manera eficiente en conformidad con las normas y estándares internacionales y nacionales?

15. ¿Cómo se adaptó el proyecto al contexto nacional de 2012 en el país?

16. ¿Los sistemas contables y financieros vigentes tanto de PNUD como de IBAP fueron adecuados para la gestión del proyecto? Aportaron información financiera precisa y oportuna? Explicar brevemente.

17. ¿Los gastos planificados se aproximaron a los gastos reales?

18. ¿El aprovechamiento de fondos (cofinanciación) se realizó cómo estaba planificado? Por favor explicar. ¿Cómo se ha hecho el monitoreo del co-financiamiento?

19. ¿Se han establecido asociaciones entre instituciones y organizaciones para la gestión del DBT? ¿Cuáles pueden considerarse sostenibles? Por favor explicar

20. ¿Cree usted que se tuvo en cuenta la capacidad local (institucional y en la región) para el diseño y ejecución del proyecto?

21. ¿Cómo se podrían haber gastado los fondos de manera más eficiente? (en términos de estructuras, procedimientos de gestión, acuerdos de asociaciones, etc)

22. ¿Qué se debería haber cambiado para en la gestión del proyecto para que fuera más eficiente?

Resultados: ¿Cuáles son los resultados reales actuales y posibles a largo plazo de las actividades respaldadas por el proyecto?

23. ¿Cree usted que la asignación legal del área protegida aporta a la conservación de la biodiversidad mundial?

24. ¿Qué obstáculos restan para alcanzar los objetivos a largo plazo? ¿Qué medidas aún tienen que tomar las partes para alcanzar impactos continuos y beneficios para el medio ambiente mundial?

25. ¿Se consiguió algún resultado imprevisto?

26. ¿Cuáles son los impactos o posibles impactos del proyecto?

Sostenibilidad. ¿Están establecidas las condiciones para sustentar los resultados y beneficios relacionados con el proyecto?

Sostenibilidad financiera

27. ¿Tuvo en cuenta el proyecto la sostenibilidad financiera y económica del área protegida?

28. ¿Son sostenibles los costos recurrentes luego de la finalización del proyecto?

Sostenibilidad institucional / gubernamental

29. ¿Continuarán los actores locales sus actividades de conservación más allá del proyecto?

30. ¿A nivel político, sigue el Gobierno interesado en ampliar las áreas protegidas terrestres y fortalecer el SNAP?

31. ¿Existen políticas que promueven o facilitan incentivos perversos que afectarán los beneficios del proyecto?

Sostenibilidad socioeconómica

32. ¿Contribuyó el proyecto a que los pobladores locales cambiaran de forma efectiva cómo cultivan la tierra, quema de bosques, etc?

33. ¿Existen incentivos de mercado o estatales para garantizar la continuidad de las prácticas productivas sostenibles en el Complejo DBT?

Sostenibilidad ambiental

34. ¿Existen amenazas ambientales a largo plazo que el proyecto no haya abordado?

Capacidad individual, institucional y sistémica

35. ¿Es adecuada la capacidad a nivel nacional y local para garantizar la sostenibilidad?

36. ¿Se desarrollaron las capacidades necesarias para la elaboración de leyes, planes, diagnósticos, etc?

Repetición

37. ¿Se replicaron los resultados del proyecto en otras áreas protegidas a nivel nacional? ¿En la región?

Direcciones futuras para la sostenibilidad

38. ¿Cuáles son los desafíos y obstáculos clave para la sostenibilidad de los resultados que deben abordarse directa y rápidamente?

39. ¿Cómo pueden influir la experiencia y buenas prácticas del proyecto sobre las estrategias de conservación de APs por parte de IBAP?

Muchas gracias!

¿Tiene usted algún otro comentario que quiera añadir?

5.7 Evaluation Consultant Agreement Form

Evaluators:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and: respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/ or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of consultant: Guido Fernández de Velasco Sert _____

Name of Consultancy Organization (when relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed in Barcelona, November 30th 2018



Signature:

5.8 Progress towards Results Evaluation Matrix

Indicators Evaluation Code											
Achieved	On its way to be achieved	Not yet achieved	No way to achieve								
PROJECT GOAL: To conserve globally significant biodiversity in Guinea-Bissau's forest belt region by creating and strengthening protected areas.											
Project Strategy	Indicator	2012 Reference Level	2012 Level on 1st PIR	2013 Level on 2nd PIR	2014 Level on 3rd PIR	2015 Level on 3rd PIR	2016 Level on 4th PIR	2017 Level on 5th PIR	2016 End of Project Target	Results Ratings	Ratings Justification
Objective:											
To establish and operationalize terrestrial Pas in the Dulombi-Boe-Tchetch (DBT) complex and thereby significantly expand and strengthen Guinea-Bissau's PA system.	Terrestrial Protected Areas (TPAs) legally established within the DBT complex	0 ha gazetted in the DBT Complex. The SNAP baseline coverage is 536,972 ha and represents 14.9% of the national territory	The establishment of the Pas was conducted according to Framework Law for Pas. This implied: preposition of the decree should have as annexes. 1. a detailed map of the area to be protected with elucidating legends; 2. environmental license issued by the competent authority; 3. signed agreement with the communities and NGOs regarding the zoning, regulations and compensations to communities with copies of records of the meetings and 4. statements of central and local authorities of the concerned region regarding the establishment of the park.	Conducted negotiations with stakeholders. Established ad hoc Boe and Dulombi Committee and met twice during the year. Agreement with Faculty of Law to draft legal papers necessary for gazetting. CAIA supporting the preparation of the EIA for PA creation. Preliminary application form to designate Wendo Tcham as a Ramsar wetland of international importance drafted.	Drafted package of laws and regulations for DBT through participatory process and were under discussion for validation by key stakeholders at national, regional and community levels. Approval by Council of Ministers was expected for this year although it did not happen.	Legal and regulatory texts discussed and approved by key actors; Complex DBT project classified as C by CAIA; preliminary DBT management plans devoped; Strategic plan for expansion of NPAs system was prepared as well as business plan and Wnedo Tcham lagoon designated as a Humid Zone of International importance under RAMSAR Convention.	All requirements by law completed although did not accomplish Council fo Minister's final approval	5 Terrestrial Pas legally established early June 2017 through Official Bulletin of the Republic following by Council of Ministers approval in February 2017. SNAP coverage increased from 15 to 26.3% and IBAP's capacity to manage these parks has been reinforced thanks to adoption of: Dulombi and Boe's management plans and their corridors; business' plans and IBAP's physical presence with permanent team of guard parks plus assistance from communities.	319,000 ha of new protected areas in the terrestrial biome of the country representing 8.8% of national territory are gazetted. This will bring the SNAP's total coverage to 885,972 ha or 23.7% of national territory.	HS	Despite the adversities, including a coup d'état and almost chronic political instability in the country, the project has achieved its primary objective, the legal creation of two protected areas and three biological corridors. The project, despite being scheduled for completion in 2016, continued to operate until the declaration of the PAs was obtained. Moreover, the declared areas add up to 406,556 ha, 27% more than what was planned on the prodoc (319,000 ha).
	Decrease in the rate of forest cover loss in the core areas of the DBT Cmplx expressed in terms of surface change both for dense forest and open forest	In Boe: The dense forest surface decreased from 470 ha in 2002 to 226 ha in 2007 and it is being lost at average rate of 11%/year. In Dulombi: The dense forest surface decreased from 1734 ha in 2002 to 478 ha in 2007 and is being lost at an average of 23% / year. Open forest covered 17,503 ha in 2007 and is being lost at 4%/year.	No objective estimates of the degree of forest loss at this point	No objective estimates of the degree of forest loss at this point. Nonetheless, the project worked on identification of reasons for forest loss for periphery of protected areas. Also, reached agreements to limit scope of forest loss and degradation with traditional authorities in the PA. In 2013, replanted 12 ha of a palm tree and thanks to alternative livelihoods, estimated 490 ha of natural forests protected from slash and burn practices.	Despite the increasing pressures observed during 2014 from illegal logging operators, the forest surface in DBT Complex is preserved. Empirically the forest cover in the Complex is indicating some increase in the area.	During this time, 30 Village Fire Management Committees established and operationalized and reduced pressure due to alternative sustainable solutions (rice production in swamp soils, improved cook stoves, beekeeping techniques, reforestation and awareness. No objective estimates	Project states that deforestation decreased considerably due to : a. best performance of supervisory mechanism; b. introduction of moratorium banning exploitation and export of timber nationally; c. forestry division restructuring and joint patrolling missions. Also, IBAP's capacity to monior forest cover.	No evidence to measure progress over this indicator as no scientific evaluation of different forests evolution was conducted since the inventory could not be compared to the baseline.	Decrease annual rate of forest loss to 1% or less to stabilize Boe's dense forest hectarage at around 200 ha and Dulombi's dense forest hectarage not to drop below 270 ha. Dulombi's open forest hectarage not to drop below 17,500 ha.	S	The project has carried out a lot of measures, in terms of capacity building, increasing number of forest guards, promotion of alternative livelihoods with other stakeholders and improved IBAP's GIS capacity to effectively monitor deforestation. Nevertheless, they were not able to measure the indicator. Despite this fact, deforestation has been greatly halted due to the 2015 government's decision to establish a 5 year moratorium on tree cutting across the country.
	The status of emblematic species such as the African Elephant in the Dulombi NP and the Western Chimpanzees in the Boe area	500 chimp individuals in Boe area. No data on elephant numbers	Status of emblematic species unknown since the wildlife inventory had not yet been conducted.	Agreements with residents in NPAs reached to: a) establish harvest limits and hunting seasons; b) Prohibit all commercial hunting of species; c) Prohibit all commercial hunting and fishing from neighbouring countries. IBAP increased park rangers patrol together with National Guards thus reducing incidences of illegal poaching and commercial hunting practices.	The status of the emblematic species is not known yet. Nonetheless, Chimbo Foundation reported presence of lions and high density of Chimpanzees in Boe. 3 elephants were observed in Cuntabane and Quebo corridor	population of Chimpanzees estimated at 800 individuals (Chimbo estimates). Due to decrease in hunting activities, there's been an increase in numbers of other primate species and ungulates. Contamination from zoonosis and Ebola virus has also helped decrease in hunting activities. Due to cross-border migration from elephants, difficult to monitor.	New studies commissioned by IBAP indicate increase in number of chimpanzees to 1.000. Carnivorous species observation increased from 9 to 15 and primates from 5 to 9, mammals from 33 to 44. Knowledge and monitoring from IBAP has increased considerably.	latest estimates from Chimbo indicate a chimpanzee population of 1.000 individuals. Also, 9 ungulates, 16 carnivores, 9 primates, 9 rodents. Important knowledge about the distribution of critically endangered West-African population.	Populations of emblematic species maintained stable	S	Due to the increased presence of park rangers in DBT Complex as well as awareness raising campaigns and agreements with resident communities, the actual pressure of endangered species has decreased considerably. Effective collaboration with Chimbo Foundation has helped estimate actual Chimpanzee population, specially in Boe National Park. Carnivorous species and other ungulates have been observed. There is no faunistic monitoring per se but observations are recorded as well as monitoring of decommissionings.

PROJECT GOAL: To conserve globally significant biodiversity in Guinea-Bissau's forest belt region by creating and strengthening protected areas.

Project Strategy	Indicator	2012 Reference Level	2012 Level on 1st PIR	2013 Level on 2nd PIR	2014 Level on 3rd PIR	2015 Level on 3rd PIR	2016 Level on 4th PIR	2017 Level on 5th PIR	2016 End of Project Target	Results Ratings	Ratings justification
OUTCOME 1: Immediate threats to terrestrial ecosystems mitigated through the effective expansion and management of PAs in the forest belt region	Increased scores on the GEF4's PA Management Effectiveness Tracking Tool (METT) for all five target sites within the DBT Complex	Dulombi NP 19 Boé NP 20 Cuntabane-Quebo Corridor 19 Salifo Corridor 19 Tchetche Corridor 21	METT scores recalculated during inception workshop and observed appreciable improvement to an average of 33 for each PA. Institutional problems, logistics and political instability were the origin of the delays in the implementation of the programmed activities and thus contributing factors to the project not reaching higher METT rating levels.	Dulombi NP 34 Boé NP 31 Cuntabane-Quebo Corridor 30 Salifo Corridor 33 Tchetche Corridor 35	No report	Dulombi NP 52 Boé NP 52 Cuntabane-Quebo Corridor 49 Salifo Corridor 49 Tchetche Corridor 51	Dulombi NP 71 Boé NP 69 Cuntabane-Quebo Corridor 69 Salifo Corridor 74 Tchetche Corridor 70	Dulombi NP 82 Boé NP 83 Cuntabane-Quebo Corridor 81 Salifo Corridor 81 Tchetche Corridor 81	All scores ≥ 30 by the MTE; All scores are ≥ 40 by end of project	S	Overall, the indicator and its target have been reached. As stated on the MTR, this does not come as a surprise since, due to the nature of this project, it is quite normal to view such an increase. For example, indicator 5 related to the conception of the PA and indicator 13 related to management of personnel. Nevertheless, the evaluator has seen that, in fact, most immediate threats to the terrestrial ecosystems have been mitigated through the expansion of the PA system and at least, for the time being, through effective management. Unsustainable agricultural practices, illegal hunting and logging has indeed been reduced, specially, since 2015 with the entry into force of the moratoria on logging for five years. As indicated by IBAP's Director, DBT is currently being managed under a scenario of minimum financial and human resources. It remains to be seen if IBAP will be able to keep immediate threats under control.
OUTCOME 2: Improved systemic and institutional capacity of key PA management stakeholders provides the enabling framework for establishing and managing a more representative and effective PA network	Increased scores on the UNDP's Capacity Development for Protected Areas Management over the baseline	Systemic 14/30 (44%) Institutional 24/45 (54%) Individual 10/21 (46%) General avg. 49%	No report	No report	No report	Systemic 20/30 (64%) Institutional 29/45 (63%) Individual 10/21 (52%) General avg. 61%	Systemic 22/30 (73,3%) Institutional 29/45 (64%) Individual 14/21 (67%) General avg. 67%	Systemic 24/30 (80%) Institutional 35/45 (78%) Individual 14/21 (67%) General avg. 75%	Scores, expressed in absolute terms, increase by at least 20%	S	The Capacity Development Scorecard measures the capacity improvement at the systemic, institutional and individual level. In this respect, the project has managed to exceed the expected end of project target in all three levels. This has been achieved by reinforcing IBAP's material, technical and individual capacities throughout the project's duration. Also, awareness and training sessions on the creation of the PAs and the management of natural resources in these areas have been successfully completed. Overall, through document review and direct interviews, it is clear that the level sensitization of IBAP's personnel, local government individual as well as traditional powers is good.
	Results from the application of UNDP's Financial Sustainability Scorecard	Total score for PA System = 40 out of a total possible score of 197 (20%)	No report	During this period, the scorecards were not applied. The Bio-Guinea Foundation was officially established as an alternative financing system.	No report	34%	52%	57%	Scores, expressed in absolute terms, increase by at least 20%	MS	The Financial Scorecard measures the financial sustainability of the PA management. The reports vary considerably from one report to the other. Also, IBAP, as stated on the MTR, uses an administrative and financial monitoring software for various projects. This is not the case for this project.

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OUTCOME 3: Participatory conservation management approaches in the DBT Complex are implemented.	Communities' perception of their livelihood stake in the good stewardship of biological resources in the DBT complex, measured through the periodic and independent application of the "Most Significant Change" (MSC) technique	NA	No report	Project Steering Committee constituted as well as ad hoc committees established for each PA	DBT resident population's perception of exclusiveness rights to their natural resources has increased stimulating the use of more sustainable practices/techniques.	80% of the population interviewed indicate a significant change on their lives due to the project (i.e. the creation of the PAs)	Positive change observed in the perception of local stakeholder's regarding the role and fuction of PAs for economic and socio-cultural activities support, food security and poverty reduction	Progressive appropriation and ownership of the process by local communities denoting increase of their level of awareness on the importance of the implementation of sustainable management of NNRR and BD conservation.	Changes in the livelihoods are perceived through the independent evaluation of the MSC technique	MU	The MSC allows to evaluate the changes and impacts of the project on the local communities' day to day life. Nonetheless, this technique was only conducted during the MTR with 80% of the population consulted indicating a significant change on their lives since the establishment of the project. During the TE, the evaluator consulted all local stakeholders' on their perception of the importance and relevance of the PA and sustainable livelihoods practices. The great majority of interviewed stakeholders greatly appreciate the fact that they are now more empowered on the use and care of their natural resources and wish to improve their agricultural practices to obtain greater yields while conserving their NNRR. Nonetheless, all indicated, without expcetion, that they had wished for more resources and projects to improve their wellbeing.
Rating of progress towards results:											
6	Highly Satisfactory (HS)	The project had no shortcomings in the achievement of its objectives in terms of relevance, effectiveness, or efficiency									
5	Satisfactory (S)	There were only minor shortcomings									
4	Moderately Satisfactory (MS)	There were moderate shorcomings									
3	Moderately Unsatisfactory (MU)	The project had significant shortcomings									
2	Unsatisfactory (U)	There were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency									
1	Highly Unsatisfactory (HU)	The project had severe shortcomings									