

TERMINAL EVALUATION TERMS OF REFERENCE

Project N°: 00073902

Project Title: Financial Sustainability for the National System of Protected Areas (SNAP)

Functional Title: Consultant for Independent Terminal Evaluation – **Financial Expert / Team**
leader assessment

Contract Type: Individual Contract

Location: Quito - Ecuador

Duration: 90 days (20 working days)

1. 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) set out the expectations for a Terminal Evaluation (TE) of the Project "Financial Sustainability for the National System of Protected Areas (SNAP)" (PIMS 4142).

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

Project Title:	Financial Sustainability for the National System of Protected Areas (SNAP)			
GEF Project ID:	3829		at endorsement (Million US\$)	At completion (Million US\$)
UNDP Project PIMS ID:	4142	GEF financing:	6,400,000	6,400,000
Country:	Ecuador	IA/EA own:	128,000	139,585
Region:	Latin America	Government:	5,670,000	7,301,715
Focal Area:	Biodiversity	Other:	4,266,718	5,638,317
Operational Program:	UNDP	Total co-financing:	10,064,718	13,079,617
Executing Agency:	Ministry of Environment of Ecuador	Total Project Cost:	16,464,718	19,479,617
Other Partners involved:	National Corporation of Private Forest and Reserves of Ecuador, The Nature Conservancy, Conservation International, National Environmental Fund, The Tembladera Wetland	Prodoc Signature (date project began):		5 May 2010
		Operational) Closing Date:	Proposed: 30 May 2015	Actual: 30 Nov 2016

2. OBJECTIVE AND SCOPE

The long term goal of the project is contribute to improve the sustainability of the National System of Protected Areas (SNAP), so that it provides development results through a healthy and sustainable environment and guarantees the Rights of Nature (as established in the Ecuador's Constitution). The project immediate objective is to implement a field-tested, financial and institutionalized operational framework for an expanded Ecuadorian National System of Protected Areas. Hence, it will contribute to enhancing the financial sustainability of Ecuador's SNAP by addressing the four principal barriers to financial sustainability: (i) Laws, regulations, policies, and institutional responsibilities are not conducive to long-term financial sustainability of the SNAP; (ii) Institutions and individuals responsible for management of protected areas do not have strong capacities for financial and business planning, and cost-effective results-based management of PAs; (iii) System-wide, there is limited recognition of the contribution of SNAP to economic growth and the reduction of inequalities so, there is still weak support from decision-makers and the general public; and (iv) There are insufficient experiences with practical mechanisms for diversifying reserve incomes and containing costs through partnerships among the state, local communities, and private reserve owners.

The project's policy development and institutional strengthening actions at the systemic level will be complemented with demonstration of financial sustainability within 9 protected areas representing public (7), private (1), and communal (1) areas. The demonstration sites have been selected based on consultations and comprehensive technical and financial criteria to ensure that in the long term this experience can be strategically up scaled and/or replicated to the whole system. The project has focused in developing the baseline information that will contribute to the financial sustainability of pilot PA on the following lines, development of business plans, develop profiles of productive projects, and update management models with participatory approaches, improvement of tourism infrastructure.

The terminal evaluation will assess the implementation and performance of the project by looking at the potential impact and sustainability of results. This includes contribution to capacity development to achieve effective management of protected areas and the attainment of global and country specific environmental goals. It is expected to review the project's results with the main stakeholders: Ministry of Environment of Ecuador (MAE), National Corporation of Forest and Private Reserves of Ecuador (CNBRPE) and Communities of La Tembladera RAMSAR's Wetland. Additionally, it is considered as a significant opportunity to provide donors, government and project partners with an independent assessment of relevance and achievement of objectives and impact indicators, to determine progress being made towards the achievement of outcomes.

The assess of the overall view of the project information will be led by the Financial Expert Evaluator who will be in charge of preparing the initial draft and the final report with the Senior Expert's inputs who will part of the project's assessment team. The Financial Expert will be in charge of analyzing the measuring and monitoring of finance gaps of the protected areas; including planning capabilities; monitor and apply revenue generation mechanisms to address funding needs within the protected areas. The Financial Expert will work closely with the Senior Expert in order to share technical inputs for analysis; conclusions and recommendations for preparing the project evaluation's final report.

3. EVALUATION APPROACH AND METHOD

An overall approach and method¹ for conducting project terminal evaluations of UNDP supported GEF financed project 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 (see Annex A). The Financial Expert is expected to complete and submit the questions of Annex A which will be developed in coordination with the Senior Expert 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 Financial Expert as the lead of the assessment is expected to follow a participatory and consultative approach ensuring close engagement with government local partners, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The Financial Expert will coordinate closely with the Senior Expert to ensure the timely input of information to the overall report according to agreed formats and timeframes. The Financial Expert is expected to conduct a field mission with the Senior Expert to chosen pilot areas of the three subsystems of the National System of Protected Areas (SNAP): State Natural Area Patrimony (PANE), Private Conservation Area (APPRI) and Community Conservation Area (APC). Interviews with organizations and individuals, listed in ANNEX H are suggested.

He/she will review all relevant sources of information, such as the project document, project reports such as: the annual APR/Project Implementation Report, project budget revisions, midterm review, progress reports, and GEF focal area tracking tools, project files, national strategic of biodiversity, national strategy of financial sustainability, legal documents, Determining funding gaps report, among other reports. A list of documents that the project team will provide to the evaluator for review is included in TOR Annex B of this Terms of Reference.

4. EVALUATION CRITERIA & RATINGS²

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see Annex C), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The

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

² The table included in this item for evaluation rating project performance has been taken from the original table used for evaluating a project as a whole. The items included in the table must be discussed/concerted with the Senior Expert who must define the relevance of include/remove items in the process of preparing the final evaluation report.

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 TOR 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:	

5. 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, as well as the extra resources obtained by the pilot Private and Community Reserves. The Financial Expert will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Cofinancing (type/source)	UNDP own financing		Governmt (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	128,000	139,585			6,400,000	6,400,000	6,528,000	6,539,585
Loans/Concessions								
■ In-kind			5,670,000	6,559,477			5,670,000	6,559,477
■ Other					4,266,718	5,638,317	4,266,718	5,638,317
Totals	128,000	139,585	5,670,000	6,559.477	6,400,000	6,400,000	16,464,718	18,737,378

As mentioned above the Financial Expert will review the documents developed by other consultants hired by the PSF, which are directly related to the Pilot Protected Areas' financial sustainability and the overall financial strategy of the Protected Area System. Additionally, previous coordination the Financial

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Expert and the Senior Expert will conduct interviews at the same time with key stakeholders of the aforementioned studies and the Ministry of Environment of Ecuador.

With this background, the assessment team lead by the Financial Expert shall submit a draft report showing the main findings of the stakeholder's analysis and provide conclusions and recommendations to ensure continuity in the development of these financial sustainability initiatives.

6. MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmers. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation by providing sustainable financial mechanisms within the public protected areas, private and community reserves, improved governance, the prevention and recovery from natural disasters, and gender. In addition, the evaluation will be included in the country office evaluation plan.

7. IMPACT

The Financial Expert will assess the extent to which the project is achieving impacts focusing on financial sustainability. Key findings that should be brought out in the evaluation include whether the project has demonstrated: a) baseline information of financial estate, b) verifiable reductions in financial gap, and/or c) demonstrated progress towards these impact achievements.³

The Financial Expert is expected to answer some of the following questions:

- Has the project shown the contribution of protected areas to national economy?
- Has the project contributed to strengthening technical skills of the staff of protected areas and the system in topics related to financial planning, management and monitoring for results?
- How has the project generated financial mechanisms to promote financial sustainability within the protected areas?
- To what extent were the financial sustainability plans implemented in the pilot areas?
- Has the project generated cost reduction strategies and revenue generation mechanisms?
- Which factors of the project have contributed or hindered the achievement of the expected results?

³ 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](#)

8. CONCLUSIONS, RECOMMENDATIONS & LESSONS

The Financial Expert will prepare a draft and final reports of the terminal evaluation with inputs from the senior expert's valuation point of view. The Financial Expert will review and complete this report and He/She will provide a set of conclusions, recommendations and lessons learned of the project.

9. IMPLEMENTATION ARRANGEMENTS

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

10. EVALUATION TIMEFRAME

The total duration of the evaluation support from the financial sustainability point of view and the overall view of the project will be done within 20 working days. Please note that the activities for this evaluation will start with the previous coordination with the Senior Expert.

Duties and Responsibilities:

- Desk review of documents, (maximum 4-days);
- Interviews with project implementing partner (executing agency), relevant Government, NGO and donor representatives and local partners (maximum 4 days); in coordination with the Senior Expert;
- Field visit to the pilot project site and interviews (4 days); in coordination with the Senior Expert;
- Development and submission of the first report draft and Presentation of initial findings regarding financial aspects and the overall view of the project (maximum of 2 days after departure of the country);
- Completed and submission the financial report and the overall view of the project through incorporating suggestions received on the draft report that includes conclusions and recommendations regarding elements sustainable financing; identification of lessons learnt (maximum 4 days after receiving feedback);
- Review of final report Final submission. 2 days

PS: the dates will be fix previous coordination with the Senior Expert. Please note, that the field work will be carried in at least 8 days.

11. EVALUATION DELIVERABLES

The Financial expert is expected to deliver the following inputs listed on the table below. This deliverables must be included in the inputs of the Senior Expert:

Deliverable	Content	Timing	Responsibilities
Initial questions /guidance related to technical aspects of financial sustainability	Evaluator provides clarifications on timing and method	4 days	Evaluator submits to UNDP CO
Review of documentation; field work		4 days	
Presentation of initial findings regarding technical aspects	Initial Findings	2 days	To project management, UNDP CO
Draft conclusions and recommendations regarding elements of sustainable financing Identification of lessons learnt and recommendations	Full report, (per annexed template) with annexes	4 days	Sent to CO, reviewed by RTA, PCU, GEF OFPs
Final Evaluation Report*	Revised report	2 days	Sent to CO for uploading to UNDP ERC.

*When submitting the final evaluation report, the Financial Expert required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report. Please also note, that the timing showed in the table above are connected with the timing of the Senior Expert.

12. TEAM COMPOSITION

The evaluation team will be composed by two evaluators with international experience, one Financial Expert (team leader) who will be in charge of preparing the main report and a Senior expert that will provide inputs of the overall view of the project. The Financial Expert shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The Financial Expert selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

The consultant must present the following qualifications: Degree in business management, finance, economics or a closely related field or equivalent relevant experience

- Minimum 10 years of relevant professional experience in business planning, environmental economics including experience in protected area finance
- At least 5 years of experience in evaluating Projects in Protected Areas Financial Sustainability
- Knowledge of UNDP and GEF methodologies
- Previous experience with results-based monitoring and evaluation methodologies

Competencies:

- Leading and supervising;
- Formulating strategies and concepts;
- Relating and networking;
- Applying technical expertise;
- Good communications and interpersonal skills;
- Good analytical and organizational skills.

The responsibility of the Financial Expert will be to produce an initial, draft and final report based on his/her own findings and using the inputs provided by the Senior Expert. She/he will lead and coordinate the activities with the Senior Expert and be responsible for the quality assurance of all deliverables.

The Senior Expert in Protected Areas Financial Sustainability will provide support to the Financial Expert from the technical knowledge of the overall view of the project and provide specific expertise in the field of protected areas.

She/he will be responsible for drafting key parts related to the overall view of the project of the initial and final reports.

13. 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'.

14. PAYMENT MODALITIES AND SPECIFICATIONS

Lump sum payable upon satisfactory completion and approval by UNDP of all deliverables, including the assessment regarding Financial Sustainability of Protected Areas. The cost of in-country mission of the consultant should be included in the lump sum. (This payment schedule is indicative; to be filled in by the CO and UNDP GEF Technical Adviser based on their standard procurement procedures).

%	Milestone
40%	Following submission and approval of the 1ST draft terminal evaluation report, after 45 days of the signed the contract
60%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report, after 90 days of the signed the contract

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15. QUALIFICATION CRITERIA

Qualification Criteria - CV	Ranking
Degree in business management, finance, economics or a closely related field or equivalent relevant experience	4
Minimum 10 years of relevant professional experience in business planning, environmental economics including experience in protected areas finance	8
At least 5 years of experience in evaluating Projects in Protected Areas Financial Sustainability	8
Knowledge of UNDP and GEF methodologies	4
Previous experience with results-based monitoring and evaluation methodologies	6
Total	30

Qualification Criteria –Technical Propose	Ranking
Does the applicant understands the objectives and impact indicators of the project. It has clearly defined the scope of the evaluation and is consistent with the TOR?	20
Is framed the proposal to the criteria of relevance, effectiveness, efficiency, sustainability and impact according to the UNDP Guide for evaluations?	20
Are activities, products and work schedule according to the TOR is clearly details?	20
Does the proposal Reflects a technical knowledge of SNAP and protected areas?	20
Does the technical proposal clearly identifies the main actors of the project: MAE, CNBRPE, La Tembladera?	20
Total	100

