



TERMINAL EVALUATION

**“STRENGTHENING OF THE NATIONAL SYSTEM OF PROTECTED AREAS
IN EQUATORIAL GUINEA FOR THE EFFECTIVE CONSERVATION OF
REPRESENTATIVE ECOSYSTEMS AND GLOBALLY SIGNIFICANT
BIODIVERSITY”**

PIMS 4185

UNITED NATIONS DEVELOPMENT PROGRAM (UNDP)

FINAL REPORT

Guido Fernández de Velasco

December 2019

i. Basic information of the project

Project name	Strengthening of the national system of protected areas in Equatorial Guinea for the effective conservation of representative ecosystems and globally significant biodiversity”
UNDP & GEF Project ID	4185
Evaluation time frame and date of evaluation report	01/11/19-15/12/19 28/11/19
Country included in the report	Equatorial Guinea
GEF Operational Program / Strategic Program	GEF Focal Area: Biodiversity GEF 4 Strategic Program: SFM – BD SP 3: Strengthening Terrestrial Protected Area Networks CBSP Strategic Program for Sustainable Forest Management in the Congo Basin
Executing Agency	UNDP
Project Partners	MdePyMA; CI
Evaluation member	Guido Fernández de Velasco
Acknowledgments	Special thanks to go: Yves de Soye , Regional Technical Advisor, Ecosystems & Biodiversity, BPPS, UNDP, for his support throughout the evaluation process and all efforts made coordinating the field mission, collecting the available information and providing helpful feedback on the final evaluation report; UNDP personnel at country office in Equatorial Guinea for their support throughout field trips and in facilitating, to the extent possible, data collection as well as for sharing their comments to the report; National Counterparts from the Ministry of Agriculture, Livestock, Forests and Environment, local NGOs (BBPP, Ecoguinea, WCS) and National Park’s Conservationists and Ecoguards for their views and valuable and constructive feedback and suggestions during the development of the report and their support throughout field trips.

Index

i.	Basic information of the project	2
ii.	Executive summary	5
	Brief Project description.....	5
	Purpose and objectives of the evaluation, including the audience	6
	Key evaluation approach and methods	6
	Evaluation Ratings	8
	Summary of main conclusions and recommendation	9
	Recommendations	10
iii.	Acronyms and Abbreviations	13
1.	Introduction	15
	1.1 Purpose of the evaluation	15
	1.2 Key issues addressed	15
2.	Project Description	19
	2.1 Project start and duration	19
	2.2 Problems that the Project seeks to address.....	19
	2.3 Immediate and development objectives of the project	21
	2.5 Main stakeholders.....	23
	2.6 Expected results	24
3.	Findings	28
	3.1 Project Formulation.....	28
	3.2 Project Implementation	37
	3.3 Project's Results	42
4	Conclusions, recommendations and lessons	61
	Conclusions	61
	Recommendations	64
5	Annexes	0
	5.1 ToR.....	0
	5.2 Agenda.....	24
	5.3 List of interviewed stakeholders	26
	5.4 List of documents reviewed	27
	5.5 Evaluation matrix	28
	5.6 Questionnaire used during semi-structured interviews	33
	5.7 Evaluation Consultant Agreement Form.....	39

5.8 Progress towards Results Evaluation Matrix.....	40
5.9 UNDP Capacity Assessment Scorecard for EG NSPA.....	45

ii. Executive summary

Brief Project description

Equatorial Guinea (EG) includes a remarkable concentration of globally significant biodiversity. It conjoins the botanically richest forests of the Congo Basin, a freshwater province the most species and endemics in Africa, the biologically rich coastal/marine ecosystems of the Gulf of Guinea, and the high floral and faunal endemism of the Gulf of Guinea islands.

CUREF designed EG's National System of Protected Areas (NSPA), was then established by Ley 4/2000 "Áreas Protegidas en la República de Guinea Ecuatorial". NSPA includes 13 units with 514,048 ha of terrestrial area and 76,952 ha of coastal marine waters.

The NSPA is generally well designed as it is considered to be ecologically representative; it captures the most important concentrations of terrestrial biodiversity; it encompasses probably viable populations of most of EG's globally important species; its ecological functions are generally intact; it includes economically, culturally, scientifically, and spiritually important biodiversity resources; and it currently covers 17% of national terrestrial area and a proposed expansion includes another 20%. Nonetheless, EG's NSPA includes some design weaknesses: 1) it does not include several critical ecological corridors; 2) it does not adequately protect ecological connectivity between terrestrial and freshwater ecosystems, between terrestrial and coastal/marine ecosystems, and between freshwater and coastal/marine ecosystems; 3) some important terrestrial ecotones are arbitrarily truncated by existing PA boundaries; and 4) populations of some globally important species remain unprotected.

NSPA is not currently functional: 1) there is no comprehensive system management plan; 2) no system unit has a fully complete management plan providing clear objectives, governance and implementation guidance, a budget, and a staffing plan; 3) NSPA has no secure, stable, or remotely adequate financing; 4) NSPA has almost no infrastructure or major equipment resources; 5) NSPA has inadequate staff resources, particularly field staff, and the existing staff have few opportunities to advance professionally; and 6) NSPA administrative structure is extremely hierarchical and centrally controlled which stifles staff initiative and morale.

NSPA has the potential to contribute tremendously to global conservation and to reinforce the natural resource foundation of EG's economic, social, and cultural prosperity – but socio-economic, policy, legal, administrative, and capacity barriers now block achieving this potential.

The **goal** of this project is:

- To ensure conservation of globally significant biodiversity and representative ecosystems in EG.

This GEF-UNDP project started, originally, in November 2010, its global **objective** is:

- To make EG's protected area system effective in protecting species- and ecosystem-level biodiversity.

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

- Policy framework and Strategy for the management of PAs is developed;
- Improved institutional and individual capacities for the management of PAs; and
- Sustainable PA management approaches demonstrated in 3 pilot sites¹.

¹ Originally the project was to pilot 3 sites although it ended up working in 5 PAs.

The project was to be implemented by Conservation International (CI), MdePyMA, MdeAyB, FEM-UNGE. All were to assume technical responsibility. The MdePyMA as the Executing Organization. CI left the country in 2012. The project operated under a mix of direct implementation by UNDP, and national implementation through a sequence of different Government Ministries and Agencies. The project was implemented through the Ministry of Fisheries and Environment (MdePyMA), shifting then to the newly created Ministry of Forests and Environment (MdeByMA) and then to the newly created shell of the National Institute for environmental Conservation (INCOMA) that hosts the GEF Operational Focal Point (OFP) which was by Law expected to become the national PA Agency.

Purpose and objectives of the evaluation, including the audience

As the UNDP- GEF project “Strengthening the National System of protected areas in Equatorial Guinea for the effective conservation of representative ecosystems and globally significant biodiversity” 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 Equatorial Guinea 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 makes 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"².

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 Regional Technical Advisor (RTA) due to the absence of the PMU and UNDP country office assigned program officer to this TE (important to highlight that UNDP does not have an environment program officer), 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 5.4 is the control chart of the information provided by the project. Important to highlight at this stage that there was **very little information in digital format**. The documents provided came from the RTA. When enquired, it seems the CTA left, before his departure in 2016, two external hard drives with all the project documentation. No one at UNDP nor INCOMA had knowledge of the whereabouts of all this information. The evaluator then reviewed five folders with project documents during the field mission.

Interviews: Key people of each organization / institution, authorities, partner organizations, public institutions, local authorities, were interviewed. The project did not have a PMU per se. It hired an international CTA from 2014-2016 who worked within UNDP premises and together with the acting Project Director, GEF OFP and INCOMA Director. For each interview, a specially designed interview guide was prepared and adapted (annex 5.6).

Focus groups: To collect information on certain groups, focus groups were held with Local NGOs (Ecoguinea) personnel, Park rangers and traditional leaders at the PAs visited (Monte Alén, Río Campo inland and Calder de Luba in Bioko Island) (refer to Annex 5.3). A focus group is normally conducted with the Project Steering Committee (PSC). This project did not have a PSC per se and so this option was disregarded.

Return and validation workshops: At the end of the mission, a debriefing is normally held with the Evaluation Reference Group and other interested parties in which the assessments arising

² UNDP Evaluation Guidance for GEF-Financed Projects, version for external evaluators, March 2011.

from the field work was offered. This return was not conducted since UNDP Deputy was not present in country and GEF OFP had a transit accident and was in hospital.

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 (Annex 5.2) allowed to 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 (Annex 5.8. Progress Towards Results 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, when possible.

Evaluation Ratings

Table 1 Terminal Evaluation Ratings

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

Legend:

Ratings on results, effectiveness, efficiency, M&E and EO execution: Very Satisfactory (VS): did not present deficiencies, Satisfactory (S): Minor deficiencies Moderately Satisfactory (MS): Moderately Unsatisfactory (MU): Important deficiencies; Unsatisfactory (U): important deficiencies; Highly Unsatisfactory (HU): Serious deficiencies	Ratings on sustainability: Likely (L): Insignificant risks to sustainability; Moderately Likely (ML): Moderate risks; Moderately Unlikely (ML): Significant risks; Unlikely (U): Serious risks	Ratings on relevance: Relevant (R); Not Relevant (NR) Ratings on impact: Significant (S); Minimum (M) Nonsignificant (NS)
--	---	---

Summary of main conclusions and recommendation

Project design

- The project is consistent with national and international biodiversity priorities, with UNDP's UNDAF as well as with GEF's Biodiversity Focal area. The logic of intervention is pertinent and well-designed although the scope of the project has been overestimated and the risks' mitigation measures have proven to be unrealistic with the country's governability and institutional contexts.
- The project's log frame was jointly adapted during 2011's inception workshop held in Bata with all major stakeholders changing outcome 1 key indicator and lowering its target. This change was not included in following AWP's nor in PIRs.
- This GEF proposal was very ambitious. The expected results were complicated to attain considering the political situation in the country with continuous ministerial changes.
- Sustainability concerns, at all levels (biological, economic, social and institutional), were included in the prodoc. The risks to sustainability mitigation measures were too ambitious and exceeded the project's implementing capacity.

Implementation

- The project took a long time to get started (three years, from late 2010 to 2014) due to CI's departure from the country and it was operated under a mix of direct implementation by UNDP and by national implementation through a sequence of different government ministries.
- No evidence of the Project Steering Committee (PSC) has been found. The PSC hasn't been a strategic guiding tool for the project.
- The level of achievement of the project's outcomes has been considerably low as only one of the three outcomes has been rated as Moderately Satisfactory.
- Local NGOs worked directly on the five pilot PAs. Carried out sensitization campaigns and capacity building exercises together with the implementation of demonstrative sustainable livelihood activities. There is no evidence as to capacity change due to these exercises.
- Two years after the project closure there is no activity to show for on the two PAs visited during the field mission. Therefore, there's no appropriation by local population nor replication. Only one PA, Caldera de Luba Scientific Research Reserve, managed by the local NGO BBPP with actual presence on the area, can demonstrate that the population benefits from sustainable tourism activities. Also, Ecoguinea, in Pico Basile National Park, did manage to convert local hunters into ecoguards. These guards are now INEFOR-AP staff for that PA.
- UNDP nor the GoEG have been able to provide electronic copies of all project products, administrative or procurement processes (except for CDRs). UNDP has certain physical documents stored without order in their premises. Also, interviewees indicated that the information produced by the project wasn't available for them.
- The project hasn't executed efficiently its resources and there is evidence of non-planned activities (not in the AWP's) financed during the years.

- The project spent 81.8% of GEF resources and had a USD 20.995 cofinancement from UNDP Trac resources while the project pledged a total of USD 3.388.000 over a four years period. This means that the project only managed to obtain 0,6% of the expected cofinancement.
- INEFOR-AP has seen an increase on its operational budget but there is uncertainty as to how much goes to the NSPA or more worrying, there is no clear numbers as to what the NSAP requires to properly manage the system.
- The country has a very small number of highly trained medium to high managers (Aires Protégées d'Afrique Centrale, État 2015) but the knowledge seems not to be transferred. The institutional and individual capacity remains a serious gap towards NSPA sustainability.

Monitoring and Evaluation

- The M&E was consistent with the project's objectives and outcomes, enough resources were allocated, and key evaluation activities conducted although not by the project team nor by UNDP CO. PIRs were elaborated by RTA. The M&E has been rated as unsatisfactory.
- UNDP supervisory role wasn't efficient. The Country Office has very little personnel nor resources. There wasn't an environment program officer to support project implementation or monitoring throughout most of the project's lifespan and the previous RTA only conducted one field mission to the country in 2014 to reactivate the project, three years after the project obtained CEO endorsement. No MTR was conducted and the TE was finally conducted almost two years after project's financial closure which didn't help to locate key stakeholders or see proof of activities carried out on the ground.
- 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 on wood exports expires and to ensure the NSAP's financial sustainability.

Recommendations

Recommendations

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

- Design easier to monitor biodiversity conservation indicators. Taking into consideration the Ministry's and UNDP actual monitoring capacity, more concrete and easier to monitor indicators should have been designed. Lower the expectations at the target level when dealing with laws and regulations.
- Future conservation projects would require strong community development work for conservation. The impacts of the project on communities has been insignificant and deserves to be strengthened.
- Double check the risks and proposed mitigation measures at prodoc level since these tend to say or reflect what the financier wishes to hear but not necessarily can be achieved. This could be achieved by means of a project concept / design external auditor.

- Ensure all capacity building exercises include a capacity baseline (control test) to be requested with the Terms of Reference of all consultancies as well as the formats to be used after the capacity building exercises to ensure capacity changes can be measured.
- Include an M&E Specialist within the project's PMU to ensure adequate monitoring and reporting and budget for the position.
- Conduct a proper analysis of NSPA financing and staffing needs at an early stage, preferably during concept design, if possible, to ensure that activities related to financial sustainability are properly designed and agreed upon during project preparation grant phase.
- Conduct an independent institutional and individual capacity assessment of the NSPA to properly design a capacity building strategy.
- At regional level, create an early warning, if it doesn't exist, to push forward or stop severely delayed projects. Three years can't go by for projects to initiate activities.
- Ensure, by means of UNDP and at regional level, that the revised logframe during Inception workshop is used for AWP, QPR and PIR reporting.
- Only approve AWPs that come together with PSC minutes signed by all authorized stakeholders in the prodoc.

Actions to follow up or reinforce initial benefits from the project

- 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.
- Design and yearly update by means of approval of the PSC an Exit Strategy looking at the environmental, socio-economic and financial sustainability strategy once the project ends.
- 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 must be thought of to ensure the communities active involvement in nature conservation and park management in order to make it fully operational and sustainable.
- Design and implement an information sharing portal to be hosted by UNDP or GOEG respective Ministry where all GEF project products are mandatory to be posted. This should be done systematically, and the M&E expert could be responsible to do so. This will ensure transparency and replicability. Plan for the necessary resources in the prodoc's budget.
- Establish, besides the PSC, effective INCOMA and INEFOR-AP coordination mechanisms. Employ a conflict resolution facilitator at the beginning to help identify potential areas of collaboration in favor of Biodiversity conservation.
- UNDP to hire an environment program officer to effectively support GEF and non-GEF projects and their monitoring and reporting.

Proposals for future directions underlining main objectives

- When inviting government staff / ministries to capacity building exercises, ensure that medium to low managers attend as well. Control participation to ensure knowledge trickles down the command chain. Promote train of trainer's activities.

- If there is political certainty that the NSPA will remain under the umbrella of INEFOR-AP, ensure biodiversity conservation and NSPA strengthening projects are hosted within this institution.

iii. Acronyms and Abbreviations

ADMAD	Asociación de Medio Ambiente y Desarrollo de Guinea Ecuatorial
ANDEGE	Amigos de la Naturaleza y Desarrollo de Guinea Ecuatorial
ATR	Annual Technical Report
AWP	Annual Work Plan
AZE	Alliance for Zero Extinction
BBPP	Bioko Biodiversity Protection Program
BNGE	Bosque Nacional de Guinea Ecuatorial
CARPE	Central African Regional Program for the Environment
CBD	Convention on Biological Diversity
CEFDHAC	Conference on Central African Moist Forest Ecosystems
CDR	Combined Delivery Reports
CI	Conservation International
CO	Country Office
COMIFAC	Central African Forests Commission
COP	Conference of the Parties to the UNFCCC
COREMA	Comités Regionales de Medio Ambiente
CUREF	Conservación y Utilización Racional de Recursos Forestales
ECOFAC	Programme de Conservation et Utilisation Rationale des Ecosystemes Forestiers en Afrique Centrale
EG	Equatorial Guinea
EO	Executing Organization
EU	European Union
FAO	United Nations Food and Agriculture Organization
FEM–UNGE	Facultad de Estudios Medioambientales de la Universidad Nacional de Guinea Ecuatorial
FONAMA	Fondo Nacional para el Medio Ambiental
FONADEFO	Fondo Nacional para de Desarrollo Forestal
FSC	Financial Sustainability Scorecard
GEF	Global Environmental Facility
GoEG	Government of EG
INCOMA	Instituto Nacional de Conservación del Medio Ambiente
INDEFOR	National Forestry Institute
IO	Implementing Organization
IUCN	International Union for the Conservation of Nature
LCO	Local Community Organization
MdeAyB	Ministerio de Agricultura y Bosques (Ministry of Agriculture and Forests)
MdeByMA	Ministerio de Bosques y Medio Ambiente (Ministry of Forests and Environment)
MdePyMA	Ministerio de Pesca y Medio Ambiente (Ministry of Fisheries and Environment)
METT	Management Effectiveness Tracking Tool
MTR	Mid-Term Review
NFAP	Nacional Forest Action Plan
NBS	National Biodiversity Strategy
NFAP	National Forest Action Plan
NGO	Non-governmental organization
NSPA	National System of Protected Areas
OFP	Operational Focal Point
PA	Protected area(s)
PFP	Political Focal Point
PIF	Project Identification Form
PMU	Project Management Unit
PPG	Project Preparation Grant
PRODOC	Project Document

PSC	Project Steering Committee
QPR	Quarterly Progress Report
RAPPAM	Rapid Assessment and Prioritization of Protected Areas Management
RTA	Regional Technical Advisor
SMART	Specific, Quantifiable, Achievable, Relevant and Subject to Term
TE	Terminal Evaluation
UN	United Nations
UNDAF	United Nations Development Action Framework
UNDP	United Nations Development Programme
UNEP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Education, Science and Culture Organization
UNGE	Universidad Nacional de Guinea Ecuatorial (National University of EG)
UNFCCC	United Nations Framework Convention to Combat Climate Change
WB	World Bank

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 (although it was re-opened in 2019 to allow for the Terminal Evaluation (TE) to take place) and thus more than a year and a half 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 analyzed in detail the project document (Prodoc) looking for if lessons learned from other projects were effectively incorporated, if the project was aligned with the national development priorities and to GEF's 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 met 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 were 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 analyzed the quality of the support provided by UNDP to the project, as well as the implementation carried out by the MdePyMA and later by MdeByMA and INCOMA as the Implementing Entity with the partners in the field.

b. Financing and co-financing;

For the financial analysis, the evaluator analyzed the financial controls, Combined Delivery Reports (CDR) 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 not indicated in the annual Project Implementation Report (PIR) but was requested directly from UNDP country office.

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 was 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 Project Implementation Reports (PIRs) of the six years (2014, 2016, 2017, 2018 and 2019) the project lasted and which were corroborated during the field mission's interview phase to later be able to triangulate the information that was the basis of the recommendations. This process was completed by filling in the Result's 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 rating was made. The following concepts were 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 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 it. 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 Project Management Unit (PMU) mitigated the risks identified. Four separate areas were 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 if adequate monitoring has not been carried out by PMU, Government counterparts or UNDP. 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.

All this analysis, triangulation of information and interviews served the evaluator to make a section on 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 UNDP's RTA and country office. Perspectives and proposals were discussed during the different stages of the 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 project 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 key 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 and prioritized recommendations

Figure 1 Logic. The logic is as follows:



1.5 Ethics

The evaluator has followed, both during the evaluation design and during its implementation phase, the standards set forth in United Nations Evaluation Group (UNEG) 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 November 23rd, 2010. The Prodoc established a 4-year implementation period. Due to in country presidential elections and restructuring of government administration affecting the project’s governance and difficulties encountered during the initial phase (Conservation International, the project’s co-implementing partner, exit the country and closure of their national office late 2012), it took UNDP and the Government almost four years to officially start the project. The inception workshop was effectively conducted in April 2011 counting with CI involvement in the city of Bata. The closure of the project was scheduled for December 17, 2017. The project’s main milestones are presented below:

Table 3 Project's milestones

Milestone	Date
PIF approval date	14 September 2008
GEF Secretariat prodoc approval (CEO Endorsement)	6 April 2010
Prodoc signature date	23 November 2010
Project coordinator recruitment date (CTA)	October 2014 until 21 October 2016
Inception Workshop date	26-29 April 2011
Mid Term Evaluation date	Not conducted
Expected date of project closure	30 November 2019

As it will be discussed further down the document, it took the project a considerable amount of time to get started. Over four years to hire the project coordinator, an international CTA.

2.2 Problems that the Project seeks to address

The most important threats to biodiversity identified in the Prodoc within the NSPA and its buffer zones were:

- 1) bushmeat hunting which occurs extensively and in some areas and for some species is unsustainably intensive;

- 2) local timber harvesting within NSPA and unsustainably poor practices and inefficiency in NSPA buffer zones;
- 3) localized damage from sand mining on beaches and in freshwater streams and rivers;
- 4) localized disruption from infrastructure expansion; and
- 5) localized chemical pollution from dumping.

Of these bushmeat hunting was the most serious threat, with a demonstrated potential to extirpate some species locally including some that IUCN lists as endangered or critically endangered. Unsustainable timber extraction for local markets is the second most serious threat. Both are traditional forest activities that have recently evolved into threats under new pressures to earn cash and few alternatives available.

The Potential future threats identified included:

- 1) climate change and consequent habitat changes and species range shifts;
- 2) forest conversion from industrial agricultural expansion;
- 3) a reintroduction of unrestrained timber harvests for export as logs;
- 4) ecological damage from tourism and ecotourism development;
- 5) terrestrial oil and gas operations; and
- 6) mining operations.

The proposed long-term **solution** to conserve EG's representative ecosystems and globally significant biodiversity is to make EG's NSPA function as an effective mechanism to protect biodiversity from the threats mentioned above. Except for a lack of ecological corridors connecting its individual units, on biological criteria CUREF designed an admirable protected areas system. But NSPA has not achieved its intended conservation role for non-biological reasons. EG environmental policy is neither complete nor consistent. NSPA's legal, financial, and administrative context results from an accretion of confusing and contradictory laws, its institutional and staffing capacity has stagnated or declined for over a decade, and NSPA has little public or government support, because its contributions to local and national economies are obscure while it clearly creates socio-economic burdens on nearby populations. Overcoming these barriers is necessary to achieve the long-term solution.

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
<ul style="list-style-type: none"> NSPA's legal, financial, and administrative context results from an accretion of confusing and contradictory laws 	Component 1. Policy framework and Strategy for the management of the PAs is developed.
<ul style="list-style-type: none"> NSPA's institutional and staffing capacity has stagnated or declined for over a decade 	Component 2. Improved institutional and individual capacities for the management of PAs
<ul style="list-style-type: none"> NSPA has little public or government support, because its contributions to local and national economies are obscure while it clearly creates socio-economic burdens on nearby populations 	Component 3. Sustainable PA management approaches demonstrated in 3 pilot sites.

2.3 Immediate and development objectives of the project

The objective of the project is to make EG's protected area system effective in protecting species- and ecosystem-level biodiversity.

The prodoc doesn't seem coherent between sections and thus leads to confusion. Components, outcomes and outputs as indicated on section 2.3 and what is shown on the project's results framework (table 10 section 2.5)

The project, section 2.3, proposes three components and **seven** outcomes (refer to table 5 below), each of which has an expected effect on the implementation of the project:

- **Component 1.** Policy framework and Strategy for the management of PAs is developed;
- **Component 2.** Improved institutional and individual capacities for the management of PAs; and
- **Component 3.** Sustainable PA management approaches demonstrated in 3 pilot sites.

To achieve the seven desired outcomes, 15 outputs were designed in the Prodoc's results framework. They are presented in the following table:

Table 5 Project's outputs per outcome and component

Component	Outcome	Output
1	1.1	1.1.1 EG's NBS updated, expanded to include carbon resources, adopted, and in force.
		1.1.2 EG environment and biodiversity sector laws revised, rationalized, and extended to eliminate conflicts, clarify roles and responsibility, and fully realize the objectives of the revised NBS.
	1.2	1.2.1 A strategy for carbon neutral economic development designed, adopted, and implemented.
		1.2.2 FONAMA and FONADEFO are enabled as long-term financial mechanisms to support protected areas and biodiversity management by having complete financial designs and founding documents prepared and submitted to MdePyMA for presentation to the President, Prime Minister, and Council of Ministers.
2	2.1	2.1.1 A national program of biodiversity and forest carbon measurement and monitoring against a baseline enables adaptive management of EG protected areas and participation in international carbon markets as a mechanism of long-term, stable financial support for biodiversity protection and management.
	2.2	2.2.1 The capacity of Guinean NGO's and community organizations to play an effective role as partners with government ministries and agencies in biodiversity management is improved.
		2.2.2 At least four Guineans, selected from MdePyMA, MdeAyB, INDEFOR, UNGE, and Guinean NGOs, receive advanced degrees from institutions in Latin America, North America, and Europe enabling them to introduce and advocate modern biodiversity protection and protected areas management to EG.
		2.2.3 At least thirty Guineans from MdePyMA, MdeAyB, INDEFOR, UNGE, and Guinean NGOs receive intensive, Guinea-focused training in protected areas management through a field-based

		seminar held in EG and modeled on field courses taught at CATIE (Costa Rica) and CSU (Colorado).
		2.2.4 MdePyMA establishes a field management unit enabled with staff, training, equipment, and budget to implement updated management plans for the Bioko Biodiversity Corridor (Caldera de Luba, Pico Basilé, and a connecting corridor).
3	3.1	3.1.1 Management plans for Monte Alen, Río Muni, Río Campo, Pico Basilé, and Caldera de Luba are prepared with the broad participation of stakeholders including local communities.
		3.1.2 Highest priority field implementation actions as specified in new or updated management plans for Monte Alen, Río Muni, Río Campo, Pico Basilé, and Caldera de Luba are carried out.
	3.2	3.2.1 A public environmental education program, implemented through radio, television, printed materials, and a school's curriculum, improves public understanding of the value of biodiversity to EG's economy and human well-being, its current status in EG, and the role of a protected areas system in sustaining its benefits, and creates strong, stable public support for funding biodiversity management.
		3.2.2 A public environmental education program, implemented through radio, television, printed materials, and a school's curriculum, improves public understanding of the value of biodiversity to EG's economy and human well-being, its current status in EG, and the role of a protected areas system in sustaining its benefits, and creates strong, stable public support for funding biodiversity management.
	3.3	3.3.1 A business plan for primate- and bird-focused ecotourism based on the Bioko Forest Corridor prepared and presented to potential investors and tour operators.
		3.3.2 A crop damage mitigation program designed and implemented using new field research that quantitatively characterizes crop damage by wild animals' resident in Río Campo and Monte Alen-Río Muni sites improves public attitudes and support for EG's protected areas system.
		3.3.3 A forested ecological corridor linking the Caldera de Luba and Pico Basilé formally established by the EG government secures ecological connectivity across critical elevation ecotones used and critical for the protection and persistence of Bioko Island's endangered species, including seven of Africa's most threatened primates.

The results framework establishes 3 main indicators at the objective level and 3 at outcome level which should reflect the project's expected outputs. At objective level, these are:

1. Change in Rapid Assessment and Prioritization of Protected Area Management (RAPAM) Assessment;
2. Change in funds expended by GoEG on NSPA and biodiversity conservation;
3. Change in PA area.

At the outcome level, the indicators proposed were the following:

Table 6 Outcome indicators

Outcome	Indicator
Outcome 1	Number of revised policies and laws enacted/adopted
	Change in amount of FONAMA and FONADEF financial disbursements
Outcome 2	Capacity Assessment Scorecard
	Management Effectiveness of PAs at project sites as measured by the METT Scorecard

	Improved financial sustainability for NSPA, as measured by the Financial Sustainability Scorecard
Outcome 3	Number of new or revised management plans
	Existence of ecotourism business plan
	Percent of crop damage that is mitigated
	Gazetting of the Bioko Forest Corridor
	Existence of MdePyMA field management unit for the Bioko Forest Corridor

No gender aspects included in the results matrix.

2.5 Main stakeholders

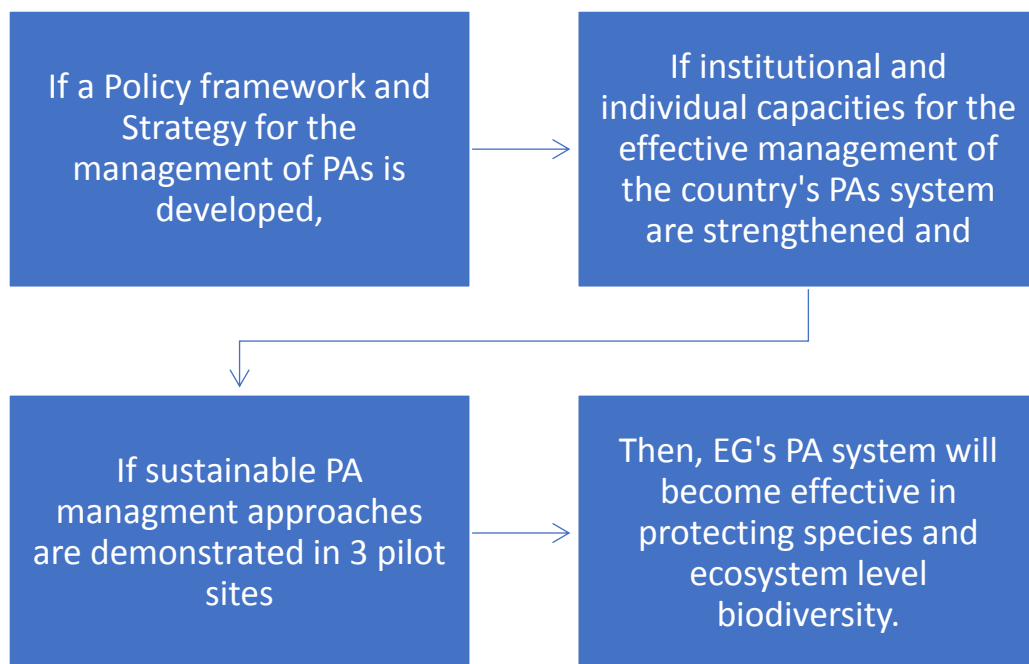
The prodoc provides an extensive list of stakeholders for the project. It indicates that CI was to execute the project and that MdePyMA, which has the authority to manage NSPA under the Environment Law, is the leading national entity and that it shall cooperate, during project implementation, with INDEFOR, in support of science-based NSPA management and biodiversity protection. Other stakeholders identified and their roles in relation to the project were; University of Equatorial Guinea (UNGE) with their Environment Faculty (FMA) as a source of technical support, training, and science research; local NGOs like ANDEGE which were expected to capitalize its work in both Bioko and mainland's PAs; Villages Councils, headed by a politically appointed president, were supposed to actively participate in co-management activities in the three pilot areas. Important to highlight that CI, as an international NGO, was to be the Executing Organization (EO) providing objective project implementation and transparent financial accountability. All these stakeholders were to be part of the Project's Steering Committee.

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 laws and regulations governing the NSPA are restructured and improved, if the institutional and individual capacities to coordinate and finance the management of PAs are developed and strengthened, and if sustainable PA management approaches are demonstrated in 3 pilot sites, then EG's protected area system will become effective in protecting species- and ecosystem-level biodiversity.

The project logic can be represented graphically as follows:

Figure 2 Project's 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 make the SNAP effective in protecting biodiversity of global importance. 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 7 Expected results and targets

Results / outcomes	Indicators	Baseline						Targets
<u>Objective:</u> To reduce or eliminate the policy, legal, capacity, and socio-economic barriers that now prevent EG's protected areas system function to protect globally significant biodiversity	Change in RAPPAM Assessment		Pico Basilé	Caldera de Luba	Río Campo	Monte Alen	Río Muní	30% of RAPPAM questions (45 of 149) improve by at least one increment; At least 60 increment improvements overall;
		y	15	15	15	19	19	
		m/y	28	28	30	29	29	
		m/n	27	27	25	23	23	
		n	79	79	79	78	79	
	Change in funds expended by GoEG on NSPA and biodiversity conservation	\$285,000/year						\$1,333,083/year
	Change in PA area	367,000 ha						387,000 ha
<u>Outcome 1:</u> A Policy framework and Strategy for the management of PAs is developed	Number of revised policies and laws enacted/adopted	EG National Biodiversity Policy framework is non-functional.						By 2011 a revised National Biodiversity Policy enacted that supports a role for NGOs and community organizations in biodiversity management
		Environmental sector laws are unclear and contradictory.						By 2012 a new environmental sector law clearly defines complementary roles and responsibilities for MdePyMA, MdeAyB, and INDEFOR
		No environmental sector coordinating body exists.						By 2011 an environmental sector coordinating body created, staffed, and budgeted.

		EG's 20-year national development plan is not carbon neutral.	By 2012 EG's 20-year national development plan revised to be carbon neutral.
	Change in amount of FONAMA and FONADEFON financial disbursements	FONAMA and FONADEFON are non-functional.	By 2012 FONAMA and FONADEFON are dispersing 50% of recurrent and operational costs of NSPA and biodiversity management including grants to Guinean conservation NGOs.
<u>Outcome 2</u> : Improved institutional and individual capacities for the management of PAs	Capacity Assessment Scorecard	<p>Policy Formulation Systemic 4/out of 6 Institutional 2/out of 3</p> <p>Implementation Systemic 5/out of 9 Institutional 8/out of 27 Individual 3/out of 12</p> <p>Engagement and consensus Systemic 2/out of 6 Institutional 3/out of 6 Individual 2/out of 3</p> <p>Info and knowledge Systemic 1/out of 3 Institutional 1/out of 3 Individual 2/out of 3</p> <p>Monitoring Systemic 2/out of 6 Institutional 4/out of 6 Individual 0/out of 3</p>	<p>Policy Formulation 5/out of 6 3/out of 3</p> <p>Implementation 6/out of 9 10/out of 27 5/out of 12</p> <p>Eng and consensus 3/out of 6 4/out of 6 3/out of 3</p> <p>Info and knowledge 2/out of 3 2/out of 3 3/out of 3</p> <p>Monitoring 3/out of 6 5/out of 6 1/out of 3</p>
	Management Effectiveness of PAs at project sites as measured by the METT Scorecard	<p>Pico Basilé NP – 13.5%</p> <p>Caldera de Luba Scientific Reserve – 27.1%</p> <p>Monte Alén NP – 37.5%</p> <p>Río Muní Natural Reserve – 16.7%</p> <p>Río Campo Natural Reserve – 19.8%</p>	<p>Pico Basilé NP – 25%</p> <p>Caldera de Luba Scientific Reserve – 40%</p> <p>Monte Alén NP – 50%</p> <p>Río Muní Natural Reserve – 25%</p> <p>Río Campo Natural Reserve – 25%</p>

	Improved financial sustainability for NSPA, as measured by the Financial Sustainability Scorecard	Legal and regulatory framework 11.5% - 9 out of 78 Business planning 11.5% - 7 out of 61 Tools for revenue generation 3.5% - 2 out of 57 Total 9.2% - 18 out of 196	24.4% - 19 out of 78 24.6% - 15 out of 61 10.5% - 6 out of 57 20.4% - 40 out of 196
Outcome 3: Sustainable PA management approaches demonstrated in 3 pilot sites	Number of new or revised management plans	Recent management plans exist only for Monte Alen and Río Campo. There are no management plans for the Monte Alen/Río Muni landscape or for the Caldera de Luba/Pico Basilé landscape.	By 2010 updated management plans exist for Monte Alen, Río Muni, Caldera de Luba, Pico Basilé, and Río Campo
	Existence of ecotourism business plan	No organized, profitable ecotourism exists based on Bioko Island's rare and endangered primates and birds	By 2012 a business plan for primate- and bird-focused ecotourism on Bioko exists
	Percent of crop damage that is mitigated	Crop damage from wild animals is unmanaged and unmitigated	By 2012 a quantitative survey of credible wild crop damage exists and a plan for appropriate mitigation prepared and submitted to the GoEG
	Gazetting of the Bioko Forest Corridor	The critical ecological transect between the Caldera de Luba and Pico Basilé, and the wild animals moving between the two, are unprotected, unmanaged, and vulnerable to forest conversion	By 2012 the Bioko Forest Corridor is gazetted
	Existence of MdePyMA field management unit for the Bioko Forest Corridor	No management authority has an effective presence on Bioko Island	By 2012 MdePyMA has established a 5-person field management unit assigned to the Bioko Forest Corridor

At the objective level, project formulators were assuming a high degree of Government support, cofinancing and even approval of the Bioko Forest Corridor. At outcome 1 level, they assumed government co-financing as well for the NSAP, that the carbon negotiations would create a market that EG could exploit introducing carbon neutrality into the national 20-year development plan. The prodoc does not present assumptions for outcome 2 and assumes Government's complete involvement in managerial approaches in the 3 pilot areas.

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, to EG's protected area system effective in protecting species and ecosystems at biodiversity level which will help attain the project overall goal to ensure conservation of globally significant biodiversity and representative ecosystems in EG. The project is consistent with national and international priorities, with UNDP's Country Program Document (CPD) and United Nations Development Assistance Framework (UNDAF). 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 work on legal reforms to improve PAs governability while at the same time strengthen the institutional and individual capacities necessary to properly manage the established areas as well as work on improved and updated management plans at three protected areas (which turned to be five) while identifying financial strategies to ensure the System's financial sustainability. As indicated on table 8, there is confusion between section 2.3 and 2.5 of the prodoc where components are turned into outcomes and outcomes lose importance. This is indeed relevant since the results matrix was used for project programming and monitoring.

Table 8 Comparison of the prodoc section 2.3 Goal, Objective, Components and Outcomes (table 7 Components Breakdown structure) with the Result's framework.

Components from Section 2.3	Outcomes from section 2.3	Results framework outcomes
Component 1. Develop a Policy Framework and Management Strategy for the EG National System of Protected Areas that encourages efficient, effective, and sustainable protection and use of Guinean biodiversity resources.	Outcome 1. EG's national policies creating the context for species and ecosystem biodiversity conservation are comprehensive, consistent, follow international best practices, and are fully implemented by legislation that clearly defines institutional roles, responsibilities, and authority.	Outcome 1. A Policy framework and Strategy for the management of PAs is developed.
	Outcome 2. As envisioned in the NBS, FONAMA and FONADEFO are implemented through enabling legislation, comprehensive technical design, and initial government investment and become functional mechanisms to provide long-term financing for biodiversity protection and protected areas management.	
Component 2. Improve the institutional and individual capacity of EG's environmental and biodiversity sector	Outcome 3. Improved knowledge about the country's biodiversity and capacity to carry out systematic monitoring enables better adaptive management of protected areas and access to the potential of international carbon markets as a non-destructive source of sustainable revenue for management and the local population.	Outcome 2. Improved institutional and individual capacities for the management of PAs.
	Outcome 4. Improved technical knowledge and training, and improved institutional capacity allows Guinean government ministries and agencies, NGOs, and individuals to more effectively implement species and ecosystem biodiversity conservation through NSPA.	
Component 3. Demonstrate sustainable protected areas management that efficiently and	Outcome 5. Management plans are prepared and implemented for the protected areas of the	Outcome 3. Sustainable PA management approaches demonstrated in 3 pilot sites.

effectively protects Guinean biodiversity resources at three units of the EG National System of Protected Areas.	Bioko Island Landscape Corridor, the Monte Alen/Río Muni ecological landscape, and Río Campo that improve functional landscape connectivity and integrate broad stakeholder participation in decision-making.	
	Outcome 6. Public understanding of the value to humans of species and ecosystem biodiversity and the way protected areas maintain those values is improved, alleviating conflict and creating support for the EG protected areas system.	
	Outcome 7. The economic relationship between protected areas and local populations improves by mitigating persistent conflicts and by proactively searching for sustainable economic contributions of protected areas to local economies.	

The results framework was simplified and reduced. Going over the prodoc, what were originally the project's components became the actual outcomes. Also, several outcomes were no longer considered nor pursued since these were no longer fully present in the result's framework.

Also, during the inception workshop that took place from 26 to 29 of April 2011 with CI still in the country and counting with most relevant stakeholders, the log frame was revised. Most importantly, the following project outcomes, indicators and targets were revised as follows:

Table 9 Comparison of log frame revision

Original outcome	Revised Outcome	Original Indicator	Revised Indicator	Original Target	Revised Target
Policy framework and Strategy for the management of PAs is developed	Policy framework and Strategy for the management of PAs is established	Number of revised policies and laws enacted/adopted	PAs & Biodiversity legislation revised / elaborated and presented to the	By 2011 a revised National Biodiversity Policy enacted that supports a role for	By 2013 a revised National Biodiversity Policy enacted that supports a role for

			guardian department for its approval if appropriate	NGOs and community organizations in biodiversity management	NGOs and community organizations in biodiversity management
				By 2012 a new environmental sector law clearly defines complementary roles and responsibilities for MdePyMA, MdeAyB, and INDEFOR	By 2014 a new environmental sector law clearly defines complementary roles and responsibilities for MdePyMA, MdeAyB, and INDEFOR
				By 2011 an environmental sector coordinating body created, staffed, and budgeted.	By 2013 an environmental sector coordinating body created, staffed, and budgeted.
				By 2012 EG's 20-year national development plan revised to be carbon neutral.	By 2014 EG's 20-year national development plan revised to be carbon neutral.
		Change in amount of FONAMA and FONADEFO financial disbursements	Change in amount of FONAMA and FONADEFO financial disbursements	By 2012 FONAMA and FONADEFO are dispersing 50% of recurrent and operational costs of NSPA and biodiversity management including grants to Guinean conservation NGOs.	By 2014 FONAMA and FONADEFO are dispersing 50% of recurrent and operational costs of NSPA and biodiversity management including grants to Guinean conservation NGOs.

Outcome 3: Sustainable PA management approaches demonstrated in 3 pilot sites	Outcome 3: Sustainable PA management approaches demonstrated in 3 pilot sites	Number of new or revised management plans	Number of new or revised management plans	By 2010 updated management plans exist for Monte Alen, Río Muní, Caldera de Luba, Pico Basilé, and Río Campo	By 2013 updated management plans exist for Monte Alen, Río Muní, Caldera de Luba, Pico Basilé, and Río Campo
		Existence of ecotourism business plan	Existence of ecotourism business plan	By 2012 a business plan for primate- and bird-focused ecotourism on Bioko exists	By 2014 a business plan for primate- and bird-focused ecotourism on Bioko exists.
		Percent of crop damage that is mitigated	Percent of crop damage that is mitigated	By 2012 a quantitative survey of credible wild crop damage exists and a plan for appropriate mitigation prepared and submitted to the GoEG	By 2014 a quantitative survey of credible wild crop damage exists and a plan for appropriate mitigation prepared and submitted to the GoEG
		Gazetting of the Bioko Forest Corridor	Gazetting of the Bioko Biological Corridor	By 2012 the Bioko Forest Corridor is gazetted	By 2015 the Bioko Biological Corridor is gazetted and announced on the national communication media.
		Existence of MdePyMA field management unit for the Bioko Forest Corridor	Existence of MdePyMA field management unit for the Bioko pilot area including the Biological Corridor	By 2012 MdePyMA has established a 5-person field management unit assigned to the Bioko Forest Corridor	By 2014 MdePyMA has established a 5-person field management unit assigned to the Bioko pilot area including the Biological Corridor

The most significant change is related to the first outcome indicator indicating the enactment and adoption of new laws and regulations. the importance of the change is that workshop participants emphasized the importance of presenting the draft laws and regulations to the pertinent guardian department for their approval if deemed appropriate. This obviously contextualizes the indicator and takes pressure for the project to be responsible for the legal enactment of laws or regulations. the revised log frame also postpones all targets by two years.

It is important to highlight that these changes were **not reflected on the logical framework used or monitored by the PMU nor RTA when elaborating the PIRs.**

The results matrix presents three indicators at the objective level and ten 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**. There is **no reference to gender** in any of the indicators. The evaluator considers the **indicators to be well designed although they have not served their purpose since there has not been continuous monitoring**.

Using the METT, FSC as well as RAPPAM indicators is ideal if monitoring is carried out through the project's lifetime. These indicators are easy to monitor and can provide a clear idea of the state of biodiversity, the NSAP financial resources as well as the system's capacity to effectively manage the NSAP. The problem arises when the tools are not used to monitor on an annual basis. They were not updated at all and it was up to the evaluator to fill in the METT, FSC and Capacity Assessment Scorecard. Also, as it will be presented further down the report, the PIR were elaborated by the RTA and of course he had no inputs from the PMU to update the indicator's status.

3.1.2 Assumptions and risks

The theory of change described above on section 2.6 is based on several assumptions. The prodoc identifies eight risks at the design phase. Four of those were rated as medium, two as high, one as medium to high and one low. 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 10 Risks

Risks	Comments
Policy recommendations and draft legislation may not be accepted by EG government.	Policy formulation, negotiation and approval processes are extremely troublesome and lengthy in the country. The project directly supported two draft laws which have not yet been approved and it doesn't seem they may get approved in the short term. Thus, the evaluator consider that this risk persists, and it should be rated as "high"
Match funding from the government may not materialize.	Throughout the project's lifespan, resources allocated to both INCOMA and INEFOR-AP have increased. INCOMA has now its own budget line and INEFOR has USD 840,000/year for the entire institution. Is is clearly not enough and leaves the NSAP handicapped. The Government has not matched funds for all this period but has slightly increased the allocation of funds. The GOEG is also developing its coming National Development Plan which includes an Environment Chapter where biodiversity conservation plays an important role. Thus, it should be expected that the sector also receives growing allocation of funds. The risk is thus now "medium"

Illegal bushmeat hunting continues to be supported by politically powerful individuals immune from control	This risk was qualified as “high” and the evaluator still considers it to be “ high ”. Most PAs have very limited human resources (conservationists and ecoguards) nor the budget to patrol the areas. Also, the project has not made an effort to work on reducing the amount of illegal bushmeat and this can be found at almost any village near the protected areas.
Activities may experience delays due to limited Guinean technical capacity.	This risk was rated “medium” but it is actually “ high ”. It took the project almost four years to start. Without CI in the country, the project’s management has gone from a mix of direct implementation by a small UNDP office and national implementation through a series of government ministries and agencies. The personnel assigned by the Government had other responsibilities and thus could not dedicate sufficient time to push the project forward. UNDP did not have an environment program officer. Once the CTA covering the project and acting as project manager and sometimes and UNDP program officer was forced to leave due to procurement and audit issues, the persona assigned by the GOEG did not have enough knowledge to carry out the tasks assigned.
Inter-ministerial and inter-agency rivalries may undermine project activity implementation.	The risk was rated “medium-high” and it has proven to be “ high ”. The mitigation strategy was to address the rivalry through policy and legal revision which did not take place during the life of the project. Now both INCOMA and INEFOR are under the umbrella of the Ministry of Agricultura, Livestock, Forests and Environment although GEF projects tend to land under INCOMA since the Institute’s Director is also GEF’s operational focal point. The rivalries still persist.
Activities may experience delays in finding appropriately skilled and available staff and consultants.	This risk was labelled as “medium”. From desk top review and interviews, it is clear that the project did encounter considerable difficulties through selection processes. Sometimes consultants could not enter the country due to visa issues. Thus, this risk is rated as “ high ”.
Project activities may be delayed because highly centralized GoEG decision-making is focused on other matters.	The risk is still considered as “ medium ” since the Ministry was involved in project decisions although not through the expected PSC.
Climate change could lead to changed distributions of biodiversity components, and reduce ecosystem functioning	This risk still remains as “ low ”.

Overall, the assumptions **were not well identified**, and the **mitigation** measures proved to be **unrealistic**.

3.1.3 Stakeholder participation

The prodoc establishes that the project was to be led by MdeAyMA and CI which were in fact in charge of the project's execution and indicated that during the implementation, Implementation Partners would work closely with the MdeAyB, a key institution at that time as it was responsible for coordinating environmental sector policy and legislation, INDEFOR which actually manages the NSAP due to INCOMA's lack of financial resources nor personnel, University of Guinea (UNGE) and local NGOs (ANDEGE, ECOGUINEA and BBPP) . The prodoc presents a detailed table with roles and functions of major stakeholder categories and their involvement in the project.

All project outcomes entailed a considerable amount of stakeholder participation. The first one, more political, to attain legislative and regulatory changes. The second one, to improve institutional and individual capacity and 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 the pilot PAs.

Also, according to implementation arrangements section on the prodoc, the Project Steering Committee (PSC) was to meet semi-annually and involved the above indicated actors plus UNDP. It was to be chaired by the Minister of MdePyMA and be responsible for the review of AWP, budgets, and financial and technical reports. **No evidence of the PSC meetings has been found.** Different stakeholders interviewed indicated that what existed was a small committee conformed of the international CTA acting as project manager and INCOMA's Director and GEF OFP which delineated the yearly activities for the 2014-2016 period. They then presented the AWP to the Vice-Minister of the current Ministry of Agriculture, Livestock, Forestry and Environment and GEF Political Focal Point which presented to UNDP for approval. The other stakeholders did not participate in any of the important decisions nor in budget allocation. There is evidence of two meetings where the different actors were informed of the AWP but not more.

The local NGOs mentioned above were invited to present proposals to carry out activities in the five selected pilots. Their participation was very important as they reached out to local communities and were also responsible for capacity building to ecoguards and hunters. Other NGOs have indicated that they were interested to participate but found the selection procedures to be little transparent and there was little information sharing.

Due to continuous changes suffered at ministerial level because of political changes throughout the life of the project the PSC was only convened once. Thus, it was **not a strategic guiding tool**.

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

There is no evidence of project building linkages with other ongoing projects. The NGOs that implemented activities in the selected pilot areas replicated what they had been doing. Thus, these NGOs were contracted by the project to implement activities on the ground. There were not specific implementation arrangements nor agreements.

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 and the actual start date of implementation. As indicated above, once CI left the country, the project had to adapt to different implementing partners and even implementation modalities. It was originally hosted by the MdePyMA, shifting later to the MdeByMA and the newly created INCOMA while effective PA management still rested within INDEFOR's scope. As stated on the PIRs and corroborated during stakeholder interviews, the project operated under a mix of direct implementation by UNDP until the international CTA was hired late 2014, to national implementation through the above stated ministries. 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 the case. The project suffered numerous delays during its initial phase as discussed further down this document and due to the 2012 CI departure from the country. The products the project intended to attain were not modified and the activities shifted to coming years as it was reflected on the AWP. Nevertheless, the original objectives were not modified, and, to a greater extent, were not accomplished, as originally designed (refer to Annex 5.8 Progress towards Results matrix).

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

The project coordinator played a pivotal role in seeking to integrate project activities with the different stakeholders. As indicated on section 3.1.4, **no evidence was found of project coordination with other stakeholders** beyond the local NGOs hired to carry out activities on the selected PAs. There was certain degree of coordination with UNGE and INDEFOR to present AWP and certain products, but these can't be considered as partnership arrangements established. The evaluator had the opportunity to interview key partners on the ground and was informed of the actual collaboration conducted with the project coordinator and UNDP.

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

There is no evidence in the PIRs that monitoring activities led to adaptive management measures. Moreover, the project unit or coordinator did not produce Quarterly Progress Report (QPRs). The PIRs were elaborated by the RTA to comply with GEF regulations. As indicated on section 3.2.1, the objectives of the project were not modified and weren't accomplished as originally planned. The monitoring activities can't be considered to have helped design the AWP and adapt them accordingly. Proof of it is the recommendation made on 2017' PIR to transfer project responsibility from INCOMA to INDEFOR or that the CO proactively involves INDEFOR more closely. This was not accomplished either since the project was financially closed late 2017. Also, the METT, FSC and Capacity Development Scorecards were not updated regularly, and it has been left to the TE to elaborate them. Thus, these monitoring tools have not helped monitor the project. Also, for unknown reasons, the **Mid Term Review was not conducted**. UNDP did not carry out effective monitoring either since it had no environment program officer and the responsibilities were assigned to the international CTA.

3.2.4 *Project financing*

The project budget was designed for a four-year period. The project was finally executed over a period of five years. Thus, it is not possible to compare if what was spent coincides with the

original budget or the AWP. No digital signed AWP were provided. The AWP reviewed by the evaluator were in physical in the project folders and there is no clarity if those were the final approved AWP. This is also the case because the Combined Delivery Reports (CDR) do not report per activity each year but rather per fund for 2014 and 2015 CDRs. Activity expenditure is introduced to CDRs for 2016 and 2017.

Table 11 Prodoc original budget

GEF Outcome / Atlas Activity	Fund Source	Year				Total
		Year 1	Year 2	Year 3	Year 4	
A1 A policy framework and strategy	GEF	229.581	145.834	86.732	0	462.147
	UNDP	0	0	0	0	0
A2 Improved institutional & individual capacity	GEF	108.027	170.060	109.695	111.984	499.766
	UNDP	50.000	50.000	50.000	50.000	200.000
A3	GEF	160.257	192.029	157.418	119.747	629.451
	UNDP	0	0	0	0	0
A4 Project mgm	GEF	49.286	35.657	53.309	38.566	176.818
	UNDP	0	0	0	0	0
Total		597.151	593.580	457.154	320.297	1.968.182

Source: Prodoc

From the original budget, GEF accounted for USD 1.768.182 and UNDP CO for USD 200.000. Outcome 1 had 23,5% of the budget assigned, Outcome 2 35,5%, Outcome 3 32% and project management 9%.

Table 12 Reported expenses per year

Year	Total Expenditure / year
2011	0
2012	0
2013	20.995
2014	173.596
2015	471.697
2016	587.448
2017	213.678
Total	1.467.414

Source: CDRs 2011, 2012, 2013, 2014, 2015, 2016 and 2017

The 2013 expenses correspond to UNDP TRAC resources although they were not reported on the CDR for that year and consequently there is no evidence as to how those resources were used. 2014 and 2015 CDRs do not separate per activity, only by fund category.

The analysis of expenditure per activity can't be conducted since, as indicated, the CDRs for 2014-2015 don't break down the expense per activity and had spent USD 645.293 or 36,4% of the total budget.

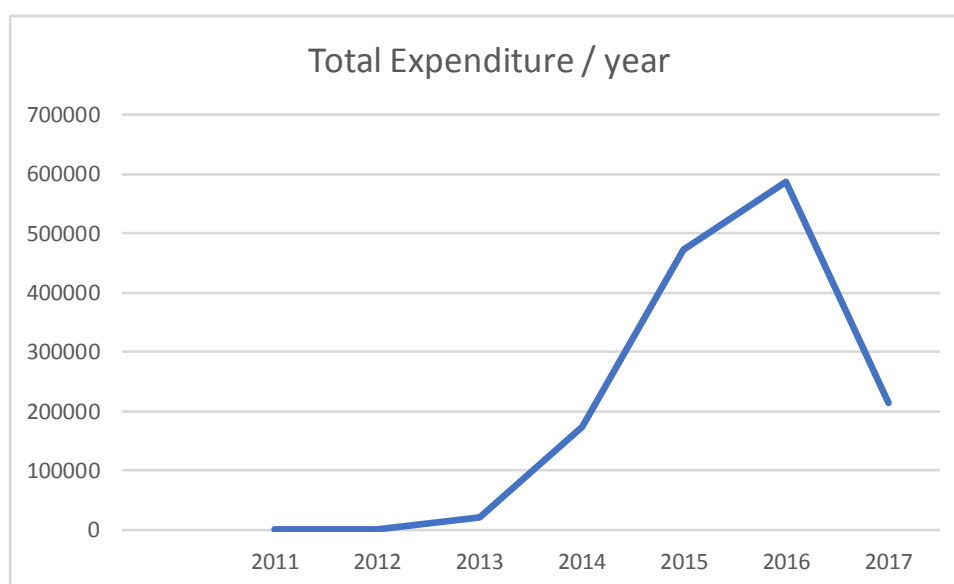
Table 13 Total Disbursement per fund

Original Budget		Total Expenditure 2011-2017	Closing Balance
GEF	1.768.182	1.446.418,87	321.763,13
TRAC	200.000	20.995,11	179.004,89

Source: CDRs 2011, 2012, 2013, 2014, 2015, 2016 and 2017

The project has spent a total of USD 1.446.418,87, 81,8% of total GEF resources and 10,5% of UNDP TRAC resources pledged at prodoc level.

Figure 3 Annual Disbursement per Fund



2016 shows the greatest expenditures of the project. The international CTA was hired late 2014 and worked until October 2016 when his contract wasn't renewed due to procurement processes.

The project was **audited** in April 2017. The auditor's main conclusions were "In our opinion, the attached statement of expenditure correctly presents, the amount of USD 587,447.86 under the "00076432" project for the period from January 1, 2016 to December 31, 2016, in accordance with the agreed accounting rules and was: (i) in line with the approved project's budgets; (ii) assigned to the approved goals of the project; (iii) in accordance with UNDP's relevant rules, policies and procedures and; and (iv) attested by properly approved receipts or other supporting documents".

The evaluator has analyzed the prodoc's budget, the AWP's available on paper (2011, 2012, 2013, 2014, 2015 and 2016) and the CDRs and has found **discrepancies**. For example, in 2014 and 2016, USD 54.906 and 27.156 were reported for "transportation equipment". These expenditures were not foreseen nor in the prodoc nor AWP's. The audit should have picked up these unplanned expenses, especially for the audited period of 2016. Also, it could seem that resources were used to pay for government counterparts. Both the English and Spanish prodocs shared with the evaluator indicate, on table 17, page 55, Budget notes, the following:

Outcome	Budget note	SoF	Atlas Code	Line Item	Note
Outcome 1	1	GEF	72100	Contractual services	155 weeks of contracted time: Project Director 85 Project Sub-Director 15 Financial Director 32 Technical Assistant 23 compensated as in Annex C. GEF funds cover \$77,475, other sources cover \$118,390.
Outcome 2	5	GEF	72100	Contractual services	301 weeks of contracted time: Project Director 36 Project Sub-Director 72 Financial Director 44 Mainland Technical Manager 48 Bioko Technical Manager 13 Bioko field unit 1 9 Bioko field unit 2 9 Bioko field unit 3 9 Bioko field unit 4 9 Technical Assistant 52 compensated as in Annex C. GEF funds cover \$122,587 other sources cover \$219,886.
Outcome 3	12	GEF	72100	Contractual Services	145 weeks of contracted time: Project Director 20 Project Sub-Director 40 Financial Director 54 Mainland Technical Manager 116 Bioko Technical Manager 189 Bioko field unit 1 198 Bioko field unit 2 198 Bioko field unit 3 198 Bioko field unit 4 198 Technical Assistant 37 compensated as in Annex C. GEF funds cover \$194,980 other sources cover \$417,803.

The amounts in yellow coincide with the contractual services assigned in the total budget and workplan. It indicates that the project, from its design phase, was intended to finance Government personnel time and dedication to the project.

Table 14 Co-financement

Sources of co-financing	Name of Co-financier	Type of cofinancing	Investment Mobilized	Amount (USD)
Other	UNDP	Other	Recurrent expenditures	20.995
Total				20.995

Source: Cofinancement matrix provided by UNDP CO

The information on cofinancement should have been included in the PIRs. This is not the case. The cofinancement matrix was provided by UNDP CO.

As can be observed on the above table, there is only information for the entire period on the cofinancement from UNDP. The amount provided accounts for 10% of the total. The expected cofinancement in cash (table 16 of the prodoc) speaks about USD 3.388.000. The GOEG was to provide USD 3.000.000 in cash. **The project failed to monitor cofinancement and clearly the prodoc was oversized.**

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, two monitoring mission to the country during the month of February 2014 to participate on the project's situation analysis and Atlas update and a second one, by the newly appointed RTA, in august 2017. The objective of the first visit was analyze the state of the pilot protected areas, the management plans of the PAs mainland and to make the necessary adjustments for the implementation of the project. The second mission to the country, in august 2017, objective as to analyze the request for an extension. During this second mission it was recommended that the project's management be moved from INCOMA to INDEFOR. The extension wasn't granted after all.

At country level, UNDP has been more involved on financial and administrative monitoring of the project.

Normally, the PMU is the unit responsible for the preparation of the quarterly progress reports and the annual PIR that UNDP presents to the GEF. This has not been the case. The PIRs were elaborated by the RTA. No QPR were prepared. UNDP lacked an environment program officer for almost all of the project's lifespan. Thus, **monitoring** on the ground has been extremely **weak**. 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**.

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 tools weren't used during the reporting periods.

Despite this fact, the resources assigned for the monitoring are considered sufficient. The prodoc assigns standard resources to carry out monitoring activities. The Mid Term Review

wasn't conducted and no explanation was given to the evaluator. The monitoring plan does not have aspects of gender per se although the project did work with groups of women at pilot PAs.

Overall, the evaluator considers that the M&E plan was consistent with the project's objectives and outcomes, sufficient resources were allocated, but key evaluation activities weren't conducted. In this regard, the evaluator rates the M&E as **Unsatisfactory (U)**.

3.2.6 Coordination and Management by UNDP country office and MdePyMA

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 until the project officially started in 2014 with the contract of the international CTA. The project was thus inoperative for over two years. As indicated previously, the PSC did not work per se. A small management committee conformed of the Project Director and the international CTA designed, coordinated all project activities. Other stakeholders were later informed about AWP's and budget allocations. The international CTA acted as a sort of environment program officer with UNDP. Thus, UNDP wasn't impartial and couldn't comply with its supervisory role.

The continuous changes at ministry level also affected the project coordination and management. The project started with MdePyMA, moved to the newly established MdeByMA and INCOMA. In 2018, a new Ministry was established encompassing both Agriculture and Forests and joining INCOMA and INDEFOR. While the 2003 Environmental Law enacted INCOMA as the responsible entity for PA management, due to lack of resources and staff, PA management was left under INDEFOR. Even now, INDEFOR-AP continues to manage the NSAP.

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 hasn't been appropriate. The evaluator considers the quality of the implementation by UNDP as **Unsatisfactory (U)**.

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 plus some the project products submitted electronically by the RTA and UNDP CO. The interviewed actors, outside from the Ministry of Agriculture, Livestock, Forestry and Environment and INDEFOR 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 15 Project results and achievements

Objective / Outcome	Level of achievement of results during the TE	Rating
<p>To make EG's protected area system effective in protecting species- and ecosystem-level biodiversity and thereby significantly expand and strengthen 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>Despite the continuous changes at Ministry level and the delays in approving laws and regulations related to NSPA and biodiversity conservation, some improvement has been observed. Currently, the Ministry of Agriculture, Livestock, Forests and Environment have both INDEFOR-AP and INCOMA under one operating roof. This ought to improve the situation and reduce the level of tensions amongst the two Institutions over the control of GEF projects and resources. The project has not met its targets in relation to enactment of new Laws and regulations (draft Law on Protected Areas and draft Law on Environment) but the country has started applying the Law 2003 and further resources, although extremely limited, have been assigned to managing the NSAP.</p> <p>The National Development Plan is being developed at this time. The plan includes a chapter on Environment and Biodiversity. Project staff actively participated on the discussion tables. The intention of the Government is to diversify from petrol and gas extraction and refinery.</p> <p>Carbon in PAs was to be an input for financing SNAP. There was also the theme of the Biosphere connecting Pico Basilé and Caldera de Luba with biological corridor to include carbon baseline. Rio Muni's estuary with Mount Alen National park were the other Biosphere Reserve proposed. There is no clarity amongst interviewees as the reason why the carbon assessment was never conducted. A overarching technical committee to design and prepare the Biosphere Reserve to be presented to UNESCO was established although the process was not concluded.</p>	MS
<p><u>Outcome 1.</u> A Policy framework and Strategy for the management of PAs is developed.</p>	<p>Law 7/2003 repealed PAs Law not developing a specific management instrument but rather a chapter of the Law. This is considered insufficient. This caused a serious gap. Project supported the elaboration of the Draft Law of Protected Areas as well as the Law on Biodiversity. Still in the process of being approved. The laws are there but the approval process is extremely long and troublesome and there does not seem to be much political will nor interest to approve them.</p> <p>During the beginning of the project, INDEFOR was under the Ministry of Agriculture and Forests while INCOMA set under the Ministry of Fisheries and</p>	

	<p>Environment. Law 7/2003 states INCOMA to be responsible for the NSPA although throughout these long years, management has remained under INEFOR-AP as INCOMA has been understaffed and with no operation budget until 2018. There has been a constant conflict of authority.</p> <p>At the time the TE mission was conducted, the country has the Ministry of Agriculture, Livestock, Forests and Environment. Now INCOMA and INDEFOR-AP are under the same Ministry and thus have considerably reduced the conflicts. The NSPA operates under INDEFOR-AP. Therefore, the target has been partially met although the laws and strategies have not yet been enacted.</p> <p>The National Development Plan is being developed at this time. The plan includes a chapter on Environment and Biodiversity. Project staff actively participated on the discussion tables. The intention of the Government is to diversify from petrol and gas extraction and refinery.</p> <p>Carbon in PAs was to be an input for financing SNAP. There was also the theme of the Biosphere connecting Pico Basilé and Caldera de Luba with biological corridor to include carbon baseline. Rio Muni's estuary with Mount Alen National park were the other Biosphere Reserve proposed. There is no clarity amongst interviewees as the reason why the carbon assessment was never conducted. A overarching technical committee to design and prepare the Biosphere Reserve to be presented to UNESCIO was established although the process was not concluded.</p> <p>FONAMA is currently in operation and funds activities like participation of the country's environmental staff to the COP. Previously, Equatorial Guinea participation to the COP was funded by the Project (COP 21 in Paris and COP 22 in Marrakech in 2016). 50% of FONAMA's budget have allowed INCOMA to operate during 2017. INCOMA has now its own budget line.</p>	MS
<p><u>Outcome 2.</u> Improved institutional and individual capacities for the management of Pas</p>	<p>Workshops conducted to increase awareness of parliamentarians. INCOMA was born thanks to that process. Local NGOs inland and in the island created capacity of local hunters which have now become ecoguards and some have been hired by INEFOR-AP. Three technicians trained on carbon baseline estimations. Nevertheless, the indicator target has not been met since the capacity is clearly far from being the necessary to properly manage the NSPA.</p>	

	<p>Most CAS targets have not been met and at some instances, are lower than the baseline.</p> <p>The evaluator conducted the TE METT analysis together with INDEFOR-AP authorities (Monte Alen and Rio Campo) and Pico Basile with the local Conservationist and Caldera de Luba with BBPP representative. The evaluator did not visit Rio Muni nor was provided with sufficient information to conduct the METT. Worth mentioning that the targets were not met. There's been a slight % increase from the baseline situation for Pico Basile, slight decline for Caldera de Luba; a 13% decline for Monte Alen and 11% increase for Rio Campo.</p> <p>The third indicator related to improved financial sustainability of the NSPA cannot be measured as no detailed financial data was provided. Nevertheless, throughout the years and by means of different mechanisms, the GOEG has indeed increased its budgetary allocation to the System. As indicated on the objective's indicator "Change in funds expanded by GoEG"; INDEFOR-AP has a yearly budget of 504 million FCFA equivalent to USD 845,762 USD for the entire Institution. No data was provided as to the actual budget allocated to the NSAP. It was made clear that this budget covers the entire Institution's expenses and are clearly insufficient to cover NSAP's personnel and conservation activities.</p> <p>For example, conservation activities on the ground are minimal. Guards use to patrol the area twice a week (Monte Alen interviews) but now they have to send the request to INDEFOR-AP central office and sometimes takes months for the resources to reach the ground.</p>	MU
<p><u>Outcome 3.</u> Sustainable PA management approaches demonstrated in 3 pilot sites</p>	<p>The project hired specialists from the University of Sevilla to develop the Biosphere Reserve proposals for both Monte Alen and connecting corridor to Rio Muni inland and Pico Basile and connecting corridor to Caldera de Luba plus to review and update the technically validated management plans for Monte Alen and Rio Campo as well as the elaboration of a guide to income generating activities and recommendations for the benefit of the populations of the PAs. Also, the consultancy was to review the provisional Management Plans for Pico Basile and Caldera de Luba. The consultants state on their preliminary report that "none of the approved or provisional management plans present at the time of developing the consultancy a mapping with the</p>	

	<p>appropriate zoning to the guidelines and at an appropriate scale for management". The work submitted by the University of Sevilla consultants includes, based on a zoning exercise plus the results of the CAME matrix, a guide of proposed activity per each of the PAs as well as work plan. No final version of the Management Plans was elaborated by the consultants. Although the PIRs indicate that the project updated Monte Alen and Rio Campo Management plans and elaborated new Management Plans for Pico Basile and Gran Calera, no evidence of such plans could be found. INDEFOR-AP indicated that Monte Alen is operating under a "technically" validated Management Plan elaborated by ANDEGE; Rio Campo "technically" approved Man Plan elaborated by ANDEGE as well as Rio Muni in 2010 and Pico Basile and Caldera de Luba do not have a management plan at all. Also, local NGOs interviewed indicated they had never seen the Management Plan elaborated nor the information was shared with them.</p> <p>The project did not elaborate the Ecotourism Business Plan. Several sources indicate that the idea was to start developing it once the Biosphere Reserves both mainland and in Bioko were ongoing which would help to attract tourism investors. The Biosphere reserves were not presented to UNESCO and consequently, there is no Ecotourism strategic plan. There is a EG Tourism Directive Plan for 2012-2017 period which takes full account of SNAP potential to attract tourism. nonetheless, as indicated by the RTA, the country does not currently have the infrastructure nor policies or general conditions to attract nature tourists.</p>	U
--	---	---

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".

Table 16 Key Findings Relevance

EVALUATION QUESTION	SUB-QUESTIONS	KEY FINDINGS
How does the project relate to the main objectives of the areas of interest of the Convention on Biodiversity and the GEF and to the environment and development priorities at	Is the project relevant to the objectives of the CBD and other international agreements?	1. The GOEG has signed all major international biodiversity agreement and treaties and thus accepted the environmental obligations and policies these require. More specifically, regarding CBD, it relates to Article 1, Article 7 & 8, Article 13 and Article 21. The project is also

local, regional and national levels?		aligned with other international conventions signed by GOEG such as UNFCCC and has enacted (although outdated) appropriate national legislation (Article 6 of the Constitution; Forestry Law; Protected Areas; Environment Law; Timber Export Ban and Primate Hunting Ban and also the country has a signed agreement to expand the NSPA to 37% of the territory.
	Is the Project in line with the UNDP mandate in this area, with national needs and interests and with national / regional / international commitments made at the regional level in terms of biodiversity?	2. The project is perfectly aligned to the UNDAF indicator: The national capacities for sustainable management of natural resources and the environment in the areas of water, lands, forests, sanitation and wastes are strengthened as well as areas of protected land to protect biodiversity. EG is a member of COMIFAC. The objectives of the COMIFAC Plan de Convergence overlap extensively with the project's Outcomes and Outputs.
	Is the project relevant to the area of interest on biodiversity of the GEF?	3. GEF's BD strategy is to maintain globally significant biodiversity in landscapes and seascapes. The project falls under two of the three GEF Biodiversity objectives: a. Address direct drivers to protect habitat and species and b. Further develop biodiversity policy and institutional frameworks.
	Does the project address the needs of the PA communities and the General Directorate of the Environment of the Ministry of Fisheries and Environment?	4. The project directly relates to the lack of capacity of the General Directorate to properly manage the NSPA. The situation analysis does refer, in section IV.5, to impacts on beneficiary population within PAs indicating that "rural groups through establishing long-term mechanisms for their participation in PA planning and implementation, through the development of long term sources of financing that will direct revenues to local communities (ecotourism, carbon markets), through directly addressing wild animal crop damage and through developing opportunities

		to earn income through participation in management activities.
	Is the project internally consistent with its design?	5. Conservation of biodiversity of global importance is the driving force of the project. It tackles institutional and legal weaknesses, institutional and individual capacities strengthening as well as piloting sustainable management practices in 3 pilot areas. The logical framework presented a carbon neutral economic development strategy to support funding the NSPA. This component of the project was not pursued.
	Is the project consistent and aligned with the policy of different donors in the country?	6. The project document does not speak about other donors in country. As a matter of fact, the cofinancing proposal only includes national and international NGOs. The evaluator didn't meet any cooperation representatives thus they were not considered to be important for this evaluation.
	Does the project provide relevant lessons and experiences for other similar projects in the future?	7. The project document indicates that it would identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. This would've been done by using the UNDP/GEF format annually. All reports have been analyzed and no lessons learnt were systematized . Nonetheless this project management experiences could be useful in preventing the same problems encountered for future GEF interventions in the country or in the region, specially those dealing with the NSAP.

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

3.3.3 Effectiveness and efficiency

Evaluating the effectiveness of the project means to look at the performance of both the Ministry of Fisheries and Environment and UNDP with respect to the three programmatic outcomes identified in the results framework. This section will analyze the extent to which expected outputs and outcomes have been achieved. To evaluate the contribution of the Implementing Partner and Executing Agency to the defined outcomes, this chapter will also look at internal and external factors that could have hindered or enabled the achievement of results.

Table 17 Key Findings Effectiveness

EVALUATION QUESTION	SUB-QUESTIONS	KEY FINDINGS
To what extent have the expected results and objectives of the project been achieved?	To what extent have the outputs, outcomes and results of the project been achieved? Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?	8. The level of achievement has been considerably low . As indicated on table 15 and Annex 5.8 Progress Towards Results Evaluation Matrix, two of the objective indicators have been evaluated as Moderately Satisfactory and one as Unsatisfactory whereas, at the outcome level, only outcome 1 is Moderately Satisfactory . Outcome 2 has been rated with two Moderately Unsatisfactory indicators and one Moderately Satisfactory and outcome 3 rated with three Unsatisfactory and two Moderately Unsatisfactory . None of the project targets were met per se. The country's policy and institutional framework has changed but no new laws were enacted. The project did conduct several trainings and financed the GOEG participation in two COPs (21 and 22) and facilitated three technicians' training on CO2 baselines. Nevertheless, the capacity to properly administer the NSPA is still limited and has not been accompanied with sufficient resources to guarantee a minimum degree of effectiveness.
	Was the project supported efficiently?	9. The project was designed to be Nationally Executed and counted with the technical expertise of Conservation International. CI left the country in 2012 and the funds were not obtained until 2014. The project operated during much of its lifetime without an actual project team, except since late 2014 to 2016 when an international CTA was hired taking care of the project management together with INCOMA. Also, during most of the projects time, UNDP did not have a dedicated environment program officer supervising the achievement of outcomes and outputs. The previous RTA did not speak Spanish and only conducted

		one field mission to the country. Also, all PIRs were elaborated by the RTA, thus, no local input into their development. It can be concluded that the project wasn't supported efficiently .
	Did the project use local capacity efficiently during its execution?	10. Local NGOs implemented different activities in the four pilot areas and trained local hunters and turned them into ecoguards which in some instances were later hired by INEFOR-AP. Also, due to CI absence and later absence of an actual project manager (after the international CTA's contract was not renewed), a stronger input from national counterparts was required.
	What lessons can be obtained regarding efficiency for other similar projects in the future?	11. Biodiversity conservation in Equatorial Guinea has great potential. It is a small country with a growing population and although suffers from many pressures, nature is indeed plentiful and the NSPA accounts for 21% of the national territory. The GoEG has recently started prioritizing financially biodiversity conservation through the NSPA but still requires the assistance from development cooperation funds, such as GEF, to further improve the legal, institutional and managerial capacities.

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 building³. As stated on section 3.3.1, the project has failed to achieve its three outcomes per se. Therefore, the project's effectiveness is rated, in general, as **Moderately Satisfactory** since, although not directly related to the projects doing, the country is experiencing certain legal, institutional and financial changes which ought to help manage the NSPA more effectively.

This section responds to UNDP's institutional statement that reflects the aim of the organization to deliver quality results by being a more effective and efficient organization through ever-

³ Development Effectiveness, Review of Evaluative Evidence, UNDP, Evaluation Office, 2001.

improving systems, business practices and processes, well-managed resources, and engaged personnel.

Table 18 Key Findings Efficiency

EVALUATION QUESTION	SUB-QUESTIONS	KEY FINDINGS
Was the project implemented efficiently in accordance with international and national standards and standards?	Did the project and its processes used resources in ways that achieve more results for less cost?	12. There is no proof of actual project efficiency after reviewing all AWP and CDRs and conducting the field interviews. Going over the project's physical records (there are very little electronic documents available), certain activities financed were not included in the AWP. For example, participation of GOEG representatives to two consecutive COPs or two or three vehicles purchased. Also, in general, the project obtained very few results while spending 81,8% of the GEF budget. The CTA's contract was not renewed due to procurement and audit related reasons.
	To what extent do current, structures, processes and policies support the efficiency of the administrative and financial arrangement of the projects?	13. UNDP's organizational structure (Regional and country office and personnel) is considered, in principle, appropriate for the implementation of the GEF project. UNDP country office is small with limited personnel and scarce resources and, for most of the project lifespan, UNDP did not have an environment program officer to properly assist in managerial tasks nor monitor the project. Also, the regional RTA did not speak Spanish which might have led to some miscommunication. There was also a gap between one RTA and the current one monitoring the project. The international CTA hired (originally thought to take over the biodiversity expert position) ended up representing UNDP in many instances and for example, assisting the drafting process of GEF-6 for EG, thus taking over tasks beyond his contractual responsibility. The AWP was prepared by a small committee, at least from 2014 to 2016, consisting of the international CTA and GEF Operational Focal Point. It

		<p>was then passed to the GEF Political Focal Point in representation of the MdeAyB for UNDP's approval. No evidence of the Project Steering Committee has been found. This governance structure clearly did not work at all. Nonetheless, UNDP did raise warnings when the financial requests presented did not match the planned activities in the AWP. An external audit of the project's finances was conducted in 2017 which found no incompliance with international accounting procedures nor UNDP's rules and regulations. Prior to that, the CTA's contract wasn't renewed due to procurement and audit related reasons.</p>
	<p>How efficient is coordination and collaboration, specifically management arrangements at the regional and country level, in supporting the implementation and results achievements of the project?</p>	<p>14. The project's management arrangements, outputs and activities were planned on the AWP designed by a smaller Committee or management group formed by the Project's CTA and the Director. Thus, the PSC, did not operate as such. UNDP and the Ministry were informed of the planned activities but the decision were not taken between the supposed members of the PSC, Representatives of the Ministry of MyMA, Project Director, Sub-Director, Project Technical Assistant (from CI), representatives of UNDP (CTA), MdePyMA, MdAyB, INDEFOR, UNGE, Guinean NGOs and local communities from Bioko and mainland. In conclusion, collaboration and management arrangements are not considered to be efficient since they were not inclusive and did not respect the original project design.</p>
	<p>To what extent have synergies been established between different program areas and/or partners?</p>	<p>15. No proof of synergies has been found. UNDP's environment portfolio has two more ongoing projects. Sea4All and UNDP-GEF / COMIFAC Regional Project on Protected Areas Finance Project 3447. Both projects initiated at the end of the 4185 project lifespan and thus did not interact nor had any synergies.</p>

		The Regional projects started in 2018 and seeks to implement sustainable financial mechanisms for four PAs in EG. The project is trying to obtain financial data from the four PAs where the 4185 worked but has not managed to do so.
	To what extent UNDP has built effective synergies and partnerships with other organizations, including those within the UN system, to reach intended outcomes?	16. The project document clearly stated that local NGOs were going to co-execute the project. More specifically, the NGOs were to bring their knowledge and expertise to replicate the work they were already carrying out in the four selected PAs. There is no evidence of other synergies promoted or sought by UNDP or INCOMA besides contracts with University of Seville or other institutions.

The level of implementation of activities and achievement of outputs is presented in Table 15. In general terms and going over the questions asked in the evaluation matrix presented in annex 5.2 and summarized here on table 18 the project has not been managed efficiently and thus is given a rating of **Moderately Unsatisfactory (MU)**.

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). EG's UNDAF has three main effects related to socioeconomic and cultural well-being; good governability and environment and sustainability.

The project is framed within outcome 3 of the UNDAF (2013-2017). More specifically, it helps achieve its effect number 8 of strengthening the country's the legislative and institutional framework to guarantee the environment's sustainable management and climate change. The project's outcomes 1 and 2 are clearly related to the UNDAF effect and outcome 3 would have brought concrete managerial experience on the ground. 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.

Table 19 Sustainability Key Findings

EVALUATION QUESTION	SUB-QUESTIONS	KEY FINDINGS
To what extent are there financial, institutional, socioeconomic or	Are sustainability issues well integrated in the project design?	17. The Sustainability section in the prodoc is coherent with the project's logic and specifies

environmental risks to sustain the results of the project in the long term?		how the biological, economic, social and institutional sustainability will be dealt with by the project.
	If any outcomes/ results have been achieved, have they been, or can they be expected to be sustained?	18. Not individually. The GoEG needs external assistance, both financial and technical, to ensure the sustainability of the NSAP. The project design was very ambitious and targeted the main threats to the system although the assumptions made were not clear. Also, risks' mitigation measures have not been met and are also considered to be very ambitious and exceeded the project true implementing capacity. It is not a matter of money but rather of political will and technical capacities.
	Is the NSPA financially sustainable?	19. No. INEFOR-AP, the institute responsible for the effective NSAP management has seen a slight budget increase. It now has approximately USD 845,000/year. There is no clarity about how much goes to finance NSAP activities. This budget also builds on the taxes applied to scientists and tourists visiting PAs. The Ministry of Tourism is also charging a tourist fee to PA visitors. No information as to what this entails was provided. There is no financial sustainability strategy developed yet. COMIFAC Regional Protected Area Finance Project 3447 is working to develop the financial tools to use at selected PAs to guarantee financial sustainability. They are having serious problems to obtain information and agree that it will be a matter of political will to push them forward.
	Is there socio-economic sustainability around the NSPA?	20. The rapid increase in the population, linked to the development of oil reserves and some improvement in the health system, resulted in an increase in demographic pressure on natural

		<p>resources. Traditional activities in rural areas (itinerant culture on brulis, hunting, collection of forest products) are no longer compatible with the sustainability of ecosystems, especially on Bioko Island, where five subspecies of endemic primates are already threatened with extinction. For a little over a decade, the development of oil production and gas has fostered very strong economic growths. Equatorial Guinea has become one of the largest beneficiaries of foreign investments in Africa. However, this economic boom did not benefit the majority of the population, who has benefited little from this oil or even suffered from the increase of the cost of living. Sectors such as public health, education or infrastructure relatively little progress compared to very strong increase in GDP per capita. The rural populations thus remain largely dependent on forest resources, in particular the poorest (Allebone-Webb, 2009). Low agricultural productivity still requires large areas, continuing to exercise pressures on soil resources (Doumenge C., Palla F., Scholte P., Hiol H. & Larzillière A. (Eds.), 2015. Aires protégées d'Afrique centrale – État 2015. OFAC, Kinshasa, République Démocratique du Congo et Yaoundé, Cameroun : 256 p.)</p>
	Has the Project reduced potential threats related to the environmental sustainability?	<p>21. The project has not been successful in attaining the desired outcomes. Only the legal and regulatory component has straightened itself and a new Ministry of Agriculture, Livestock, Forestry and Environment has been established in 2018 encompassing both INCOMA and INEFOR-AP. Thus, the existing tension between both agencies</p>

		<p>in relation to the NSAP ought to be reduced since both are under the same Ministry. The institutional and individual capacity remains a serious gap towards NSPA sustainability. In terms of actual numbers, there are 13 conservationists and 40 ecoguards for the 13 PAs in the country. According to the Central African Protected Areas, Status of 2015, there has been a slight increase, going from 48 to 53 from 2012 to 2019. Therefore, there are more guards, but the budget is still very limited. It has increased in the past two years to USD 845,000 for the INEFOR-AP although there are no clear numbers as to how much is invested directly on the NSAP. Interviewees in 3 PAs indicated that resources are very slim and takes a long time for them to obtain the minimum resources to conduct patrolling exercises. The project intended to ensure economic sustainability by improving the context of GOEG investment in NSPA, developing mechanisms for long term financing, and promoting economically viable ecotourism. Neither of these outcomes has been achieved.</p>
	Has the individual, institutional or systemic capacity been improved?	<p>22. The Capacity Assessment Scorecard conducted shows a decline of two points in the systemic capacity when comparing the baseline to the total possible score, the same rating for the institutional capacity and a one-point decline for the individual. The actual targets have not been met.</p>
	Are any of the products or activities being repeated or have the potential of being repeated?	<p>23. The legal component has left two draft laws which are pending approval. It remains to be seen if the GoEG and its politicians will pass these laws as they stand. The project has organized sensitization and</p>

		<p>capacity building campaigns and medium level technicians have been trained above. It seems that the people capacitated is always the same. Thus, the country has a very small number of highly trained medium to high managers, but the knowledge seems not to be transferred. The project did work on the establishment of two biosphere Reserves including respective corridors. The consultancy and the conclusions is there for the Government to use. There is uncertainty about the next steps. The 4 Management plans which the consultancy from the University of Seville was to produce were not concluded probably because the international CTA forced exit stopped pending contracts. When looking at the list of Management plans provided by INEFOR-AP in November 2019, Monte Alen Man. Plan (MP) was elaborated by ECOFAC IV in 2009, Rio Campo Nature Reserve MP done by ANDEGE in 2010, Rio Muni Estuary Nature Reserve MP by ANDEGE and Pico Basile National Park and Caldera de Luba Scientific Reserve do not have a plan. None of these MPs has been officially approved and were only technical y validated.</p>
	<p>Are there any persistent or new threats to the project's sustainability?</p>	<p>24. In terms of persistent threats, all of them persist. The project was not able to work to reduce bushmeat hunting which is still a serious threat to biodiversity. The GoEG has signed a moratorium on forest timber for export although there seems to persist. The legal situation has improved with the restructuring of the new Ministry more aligned with 2003 Environmental law although there is no certainty weather the Ministry and its attributions and</p>

		responsibilities won't be split again like in the past. Three different ministries dealing with natural resources have been established in the during the life of the project.
--	--	--

Table 20 Sustainability ratings

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

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 financial dimension has been rated Moderately Unlikely, the overall rating for sustainability is thus **MU**.

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 21 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. MdePyMA and INCOMA, through the project, have tried to establish two Biosphere Reserves. One mainland, consisting of Monte Alén National Park, establishing a connecting corridor to Río Muni Estuary Nature Reserve and the other in the island of Bioko, encompassing Pico Basile National Park and Caldera de Luba Scientific Reserve with a connecting corridor. The studies were conducted, a Biosphere Steering Committee was created but the initiative did not progress. Also, the project produced a highly educational documentary "El Secreto del Bosque", the first nature documentary filmed in EG.
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	Unfortunately, no replication potential has been observed. The management plans embedded within the interest to create two Biosphere Reserve did capacitate technicians from INEFOR and INCOMA. The Management plans weren't finished and thus are not even considered by INEFOR-AP. Also, there is no evidence of improved capacity at the institutional or individual level since no measurement was taken of such capacities thus it is not possible to determine if those could be replicated.
Scaling up	The project worked on the revision of existing PAs management plans and produced a technical report to opt to the declaration of two Biosphere Reserves. The process was unfinished. As indicated above, it is not possible to determine whether those processes could be scaled up nor if there is sufficient capacity to do so.

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. There is a worrying lack of scientific data available in the country. It is thus hard to determine the impact attained of the above variables.

Table 22 Impact Key findings

EVALUATION QUESTION	SUB-QUESTIONS	KEY FINDINGS
Are there indications that the project has contributed to reducing environmental stress or improving the	Has the project influenced the declaration of new PAs in country?	No new protected areas are proposed. The Draft Protected Areas Law proposes to expand both

ecological state, or that has allowed progress towards these results?		terrestrial and marine number of hectares for 7 of the 13 PAs at national level. The project did support the elaboration of the draft and has done political lobby for its approval. Nonetheless, the law has not yet been approved.
	Has the NSAP improved its situation in terms of budget, personnel, infrastructure, PA management plans, etc?	The improvement has been minimum. INEFOR-AP has now a bit steadier budget allocated and a few more guards. The Management plans are the same and have not been renewed since 2010 nor have they been officially gazzeted. The Biosphere Reserves were not presented to UNESCO and the Corridors don't exist. Thus, the project has had minimum impact on this regards.
	Is there evidence of improved technical capacity?	No capacity control test were undertaken over different variables to test whether the participant's capacity had indeed improved. It's not a common practice. The evaluator has had access to numerous participant's registration lists but there is no clarity as to what the participants were trained nor if their capacity indeed improved. Three medium managers were sent to Spain to be trained on CO2 baseline calculation but again, there is no knowledge if their capacity improved.

As specified on the M&E section, the project has not been able to properly monitor the indicators related to the METT, Financial Sustainability Scorecard nor the Capacity Development Scorecard. Nonetheless, it can be concluded that there is progress towards the achievement of Outcome 1 since the governability of the NSAP has improved with the creation of the Ministry of Agriculture, Livestock, Forestry and Environment including under their umbrella INCOMA and INEFOR-AP. This is expected to generate system's synergies although it remains to be seen if coordination mechanisms are established.

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 their proposed expansion, it will be possible to support the conservation of migratory species and others in danger of extinction, and important forests for the NSAP not previously represented in the System.

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

- Number of hectares included in the Protected Area's Law to expand existing PAs extension under protection;
- Visualization of emblematic fauna species;
- Proxy indicator: Lower incidence of burning practices in forest deforestation, among others.

4 Conclusions, recommendations and lessons

Conclusions

Conclusion 1

Based on Findings 1 to 3

- The project is consistent with national and international biodiversity priorities, with UNDP's UNDAF as well as with GEF's Biodiversity Focal area. The logic of intervention is pertinent and well designed although the scope of the project has been overestimated and the risks' mitigation measures have proven to be unrealistic with the country's governability and institutional contexts.

Conclusion 2

Based on Findings 6

- The project's log frame was jointly adapted during 2011's inception workshop held in Bata with all major stakeholders. One key change implied a slight but meaningful modification of one indicator "PAs & Biodiversity legislation revised / elaborated and presented to the guardian department for its approval if appropriate". The original indicator sought "number of revised policies and laws enacted / adopted". This meant that the stakeholders, as early as 2011, saw the difficulty of enacting or adopting policies or laws. The adoption of this revised indicator would have meant actual completion by the project. Nonetheless, the revised indicators and targets weren't applied to the AWP's nor the PIRs.

Conclusion 3

Based on Findings 13 and 14

- No evidence of the PSC has been found. The PSC hasn't been a strategic guiding tool for the project. Decisions on project activities were made by means of a "small Committee", from late 2014 to 2016, conformed by INCOMA's Director and GEF OFP and the project manager (international CTA). Other stakeholders were informed once the planning had been done thus it wasn't done in a participatory manner.

Conclusion 4

Based on Findings 8

- The level of achievement of the project's outcomes has been considerably low as only one of the three outcomes has been rated as Moderately Satisfactory. The country's policy and institutional framework has changed linked to the changes in ministerial

structures proposed by the EU/CUREF project through the 2002 Environmental Law, gradually implemented over the last 17 years. The institutional and individual capacities have been strengthened through time although the capacity to properly administer the NSPA remains weak and hasn't been accompanied with enough financial resources. The project was designed to provide financial tools to help the NSPA sustainability which, for one reason or another, weren't pursued. Also, the management plans for the 5 PAs weren't finalized and the two Biosphere Reserves to be presented to UNESCO weren't technically finalized nor presented.

Conclusion 5

Based on Findings 9

- The project took a long time to get started (three years, from late 2010 to 2014) due to CI's departure from the country and closure of their conservation activities and it was operated under a mix of direct implementation by UNDP and by national implementation through a sequence of different government ministries and agencies. No HACT was ever conducted to the executing ministries.

Conclusion 6

Based on Findings 10

- Local NGOs worked directly on the five pilot PAs. They reproduced the work they have been carrying out consisting of sensitization campaigns and capacity building exercises together with the implementation of demonstrative sustainable livelihood activities. There's only certain evidence about the numbers of attendees to the capacity building exercises or people trained abroad but there is no evidence as to capacity change due to these exercises. Also, two years after the project closure there is no activity to show for on the two PAs visited during the field mission. Therefore, there's no appropriation by local population nor replication. Only one PA, Caldera de Luba Scientific Research Reserve, managed by the local NGO BBPP with actual presence on the area, can demonstrate that the population benefits from sustainable tourism activities. Also, Ecoguinea, in Pico Basile National Park, did manage to convert local hunters into ecoguards. These guards are now INEFOR-AP staff for that PA.

Conclusion 7

Based on Findings 11

- This GEF proposal was very ambitious. The expected results were complicated to attain considering the political situation in the country with continuous ministerial changes. Thus, the logical framework should be developed in such a way that the outcomes, outputs and activities are negotiated with all actors to guarantee their buy in and active participation and the risks and assumptions should be reviewed very carefully.

Conclusion 8

Based on Findings 12

- UNDP nor the GoEG have been able to provide electronic copies of all project products, administrative or procurement processes. The international CTA indicated that he left two external drives to UNDP with copies of all project information. The little information available was provided by the RTA himself and the University of Seville consultants. UNDP has certain paper documents stored without order in their premises. Also,

interviewees indicated that the information produced by the project wasn't available for them.

Conclusion 9

Based on Findings 12 and 13

- The project hasn't executed efficiently its resources and there is evidence of non planned activities (not in the AWP) financed during the years such as the participation of several Government representatives to COP 21 and 22 or the purchase of several vehicles not foreseen either on the prodoc. The project spent 81.8% of GEF resources and had a 20.995 cofinancement for UNDP Trac resources while the project pledged a total of USD 3.388.000 over a four years period. That means that the project only managed to obtain 0,6% of the expected cofinancement.

Conclusion 10

Based on Findings 13

- UNDP supervisory role wasn't efficient either. The Country Office has very little personnel nor resources. There wasn't an environment program officer to support project implementation or monitoring throughout most of the project's lifespan and the previous RTA only conducted one field mission to the country in 2014 to reactivate the project, three years after the project obtained CEO endorsement. No MTR was conducted and the TE was finally conducted almost two years after project financial closure which didn't help to locate key stakeholders or see proof of activities carried out on the ground.

Conclusion 11

Based on Findings 17 and 18

- Sustainability concerns, at all levels (biological, economic and social and institutional), were included in the prodoc and the proposed activities, outputs, were coherent with the proposed project logic. Nonetheless, the outcomes and products can't be expected to be sustained in the short to medium term. The risks to sustainability mitigation measures were too ambitious and exceeded the project's implementing capacity.

Conclusion 12

Based on Findings 19

- INCOMA is now operational and has its own government budget line. Most importantly, INEFOR-AP has seen an increase on its operational budget but there is uncertainty as to how much goes to the NSPA or more worrying, there is no clear numbers as to what the NSAP actually requires to properly manage the system.

Conclusion 13

Based on Findings 20

- In terms of socio-economic sustainability, for a little over a decade, the development of oil production and gas has fostered very strong economic growth. This growth hasn't benefited most of the population who even suffered from the increase of the cost of living. This has resulted in an increase in demographic pressure on natural resources.

Conclusion 14

Based on Findings 21 to 24

- There have been several capacity building campaigns organized by the project itself through the hired consultancies as well as the NGOs at the pilot PAs selected. Government staff have assisted international meetings important for the country's compliance with International conventions (like UNFCCC). The country has a very small number of highly trained medium to high managers (Aires Protégées d'Afrique Centrale, État 2015) but the knowledge seems not to be transferred. The institutional and individual capacity remains a serious gap towards NSPA sustainability.

Recommendations

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

- Design easier to monitor biodiversity conservation indicators. Taking into consideration the Ministry's and UNDP actual monitoring capacity, more concrete and easier to monitor indicators should have been designed. Lower the expectations at the target level when dealing with laws and regulations.

Based on Conclusion 2

- Future conservation projects would require strong community development work for conservation. The impacts of the project on communities has been insignificant and deserves to be strengthened.

Based on Conclusion 6

- Double check the risks and proposed mitigation measures at prodoc level since these tend to say or reflect what the financier wishes to hear but not necessarily can be achieved. This could be achieved by means of a project concept / design external auditor.

Based on Conclusion 1

- Ensure all capacity building exercises include a capacity baseline (control test) to be requested with the Terms of Reference of all consultancies as well as the formats to be used after the capacity building exercises to ensure capacity changes can be measured.

Based on Conclusion 6

- Include an M&E Specialist within the project's PMU to ensure adequate monitoring and reporting and budget for the position.

Based on Conclusion 2

- Conduct a proper analysis of NSPA financing and staffing needs at an early stage, preferably during concept design, if possible, to ensure that activities related to financial sustainability are properly designed and agreed upon during project preparation grant phase.

Based on Conclusion 12

- Conduct an independent institutional and individual capacity assessment of the NSPA to properly design a capacity building strategy.

Based on Conclusion 6

- At regional level, create an early warning, if it doesn't exist, to push forward or stop severely delayed projects. Three years can't go by for projects to initiate activities.

Based on Conclusion 5

- Ensure, by means of UNDP and at regional level, that the revised logframe during Inception workshop is used for AWP, QPR and PIR reporting.

Based on Conclusion 2

- Only approve AWPs that come together with PSC minutes signed by all authorized stakeholders in the prodoc.

Based on Conclusion 9

Actions to follow up or reinforce initial benefits from the project

- 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.

Based on Conclusion 2

- Design and yearly update by means of approval of the PSC an Exit Strategy looking at the environmental, socio-economic and financial sustainability strategy once the project ends.

Based on Conclusion 12, 13 and 14

- 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.

Based on Conclusion 11

- Design and implement an information sharing portal to be hosted by UNDP or GOEG respective Ministry where all GEF project products are mandatory to be posted. This should be done systematically and the M&E expert could be responsible to do so. This will ensure transparency and replicability. Plan for the necessary resources in the prodoc's budget.

Based on Conclusion 8

- Establish, besides the PSC, effective INCOMA and INEFOR-AP coordination mechanisms. Employ a conflict resolution facilitator at the beginning to help identify potential areas of collaboration in favor of Biodiversity conservation.

Based on Conclusion 3

- UNDP to hire an environment program officer to effectively support GEF and non-GEF projects and their monitoring and reporting.

Based on Conclusion 2, 4, 8 and 10

Proposals for future directions underlining main objectives

- When inviting government staff / ministries to capacity building exercises, ensure that medium to low managers attend as well. Control participation to ensure knowledge trickles down the command chain. Promote train of trainer's activities.

Based on Conclusion 6

- If there is political certainty that the NSPA will remain under the umbrella of INEFOR-AP, ensure biodiversity conservation and NSPA strengthening projects are hosted within this institution.

Based on Conclusion 12

Table 16 Rating Project Performance

Evaluation criteria	Rate	Comments
Monitoring and Evaluation		
Overall quality of M&E	U	Indicators appropriate although targets unachievable.
M&E design at project start up	S	
M&E Plan Implementation	U	Very poor monitoring by project manager, UNDP and RTA.
IA & EA Execution		
Overall Quality of Project Implementation / Execution	U	Objective and outcomes not achieved
Implementing Agency Execution	U	Did not anaged to effectively implement the project
Executing Agency Execution	U	Procurement and administrative delays due to cumbersome procedures and poor monitoring leading to unplanned funded activities
Outcomes		
Overall Quality of Project Outcomes	MS	The main objective was accomplished and
Relevance	R	Project aligned to both national and UN strategies and international committmens
Effectiveness	MS	Outcomes and outputs partially achieved
Efficiency	MU	Resources used moderately unsatisfactory

Catalytic role		
Production of a public good	Yes	Well known sensitization campaign and support to the Biodiversity Week
Demonstration	No	No management plans elaborated nor approved
Replication	No	The Biosphere proposals were elaborated but not concluded.
Scaling up	No	The Biosphere proposals were elaborated but not concluded.
Sustainability		
Overall likelihood of risks to Sustainability:	MU	
Financial resources	ML	
Socio-economic	ML	
Institutional framework and governance	ML	
Environmental	ML	
Overall Project Results	MU	



*Al servicio
de las personas
y las naciones*

PROGRAMA DE LAS NACIONES UNIDAS PARA EL DESARROLLO

TÉRMINOS DE REFERENCIA

CONSULTORÍA PARA LA

EVALUACIÓN FINAL DEL PROYECTO GEF PIMS 4185 – PNUD 00060590

“Fortalecimiento del Sistema de Áreas Protegidas en Guinea Ecuatorial”

Términos de referencia de la evaluación FINAL del pims 4185

INTRODUCCIÓN

De acuerdo con las políticas y los procedimientos de SyE del PNUD y del FMAM, todos los proyectos de tamaño mediano y regular respaldados por el PNUD y financiados por el FMAM deben someterse a una evaluación final una vez finalizada la ejecución. Estos términos de referencia (TdR) establecen las expectativas de una Evaluación Final (EF) del Proyecto Fortalecimiento del Sistema de Áreas Protegidas en Guinea Ecuatorial (PIMS4185).

A continuación, se presentan los aspectos esenciales del proyecto que se deben evaluar:

CUADRO SINÓPTICO DEL PROYECTO

Título del proyecto:	Fortalecimiento del Sistema de Areas Protegidas en Guinea Ecuatorial			
Identificación del proyecto del FMAM:	4185		<i>al momento de aprobación (millones de USD)</i>	<i>al momento de finalización (millones de USD)</i>
Identificación del proyecto del PNUD:	00060590	Financiación del FMAM:	1.768.182	1.460.953,05
País:	Guinea Ecuatorial	IA y EA poseen:		
Región:	RBA	Gobierno:	3.000.000	0,00
Área de interés:	Biodiversidad	Otro:	304.560	20.995,11
Programa operativo:	GEF-6/GEF-7	Cofinanciación total:	3.304.560	20.995,11
Organismo de Ejecución:	PNUD	Gasto total del proyecto:	0,00	1.481.948,16
Otros socios involucrados:	INDEFOR, BBPP, ECOGUINEA	Firma del documento del proyecto (fecha de comienzo del proyecto):		07/12/2012
		Fecha de cierre (Operativo):	Propuesto: 31/12/2013	Real: 09/08/2019

OBJETIVO Y ALCANCE

El Proyecto 4185 se diseñó para conservar la biodiversidad globalmente significativa en Guinea Ecuatorial (GE) a través de la mejora del contexto político y legal, las prácticas de gobernabilidad, y las capacidades de las instituciones e individuos dentro del Sistema Nacional de Áreas Protegidas (SNAP) de GE. El proyecto implementará actividades de demostración en un área protegida de la Isla Bioko y en dos áreas protegidas de la región continental. Esta evaluación cubrirá solo el componente del FMAM.

Los tres lugares en los que el proyecto 4185 implementa actividades son: 1) El bosque de Bioko, incluyendo la Caldera de Luba y el Pico Basile, donde se encuentra una concentración de primates poco comunes y en peligro de extinción, que no se encuentra en el resto de África; 2) el transepto ecológico que va desde los bosques más altos hasta los manglares que ocupan

las áreas protegidas de Monte Alen y Río Muni; y 3) Río Campo, reconocido por la IUCN como un refugio de alta prioridad para los gorilas de las tierras bajas occidentales, y el contiguo Campo Ma'an, un complejo de áreas protegidas de Camerún.

La EF se realizará según las pautas, normas y procedimientos establecidos por el PNUD y el FMAM, según se establece en la Guía de Evaluación del PNUD para Proyectos Financiados por el FMAM.

Los objetivos de la evaluación analizarán el logro de los resultados del proyecto y extraerán lecciones que puedan mejorar la sostenibilidad de beneficios de este proyecto y ayudar a mejorar de manera general la programación del PNUD.

ENFOQUE Y MÉTODO DE EVALUACIÓN

Se ha desarrollado con el tiempo un enfoque y un método general⁴ para realizar evaluaciones finales de proyectos respaldados por el PNUD y financiados por el FMAM. Se espera que el evaluador enmarque el trabajo de evaluación utilizando los criterios de **relevancia, efectividad, eficiencia, sostenibilidad e impacto**, según se define y explica en la [Guía para realizar evaluaciones finales de los proyectos respaldados por el PNUD y financiados por el FMAM](#). Se redactó una serie de preguntas que cubre cada uno de estos criterios incluidos en estos TdR (*complete el Anexo C de los TdR*). Se espera que el evaluador modifique, complete y presente esta matriz como parte de un informe inicial de la evaluación, y la incluya como anexo en el informe final.

La evaluación debe proporcionar información basada en evidencia que sea creíble, confiable y útil. Se espera que el evaluador siga un enfoque participativo y consultivo que asegure participación estrecha con homólogos de gobierno, en particular el Centro de Coordinación de las Operaciones del FMAM, la Oficina en el País del PNUD, el equipo del proyecto, el Consejero Técnico Regional del FMAM/PNUD e interesados clave. Se espera que el evaluador realice una misión de campo en Guinea Ecuatorial, incluidos los siguientes sitios del proyecto (*Pico Basile, Caldera de Luba, Río Campo, Monte Alen, Río Muni*). Las entrevistas se llevarán a cabo con las siguientes organizaciones e individuos como mínimo: Director General de Medioambiente, Director del Instituto de Conservación Medioambiental (INCOMA), Director General del Instituto de Desarrollo Forestal (INDEFOR), Punto focal Político del GEF en Guinea Ecuatorial, Representante de la ONG ECOGUINEA, Representante del Programa de Protección de Biodiversidad de Bioko (BBPP).

El evaluador revisará todas las fuentes de información relevantes, tales como el documento del proyecto, los informes del proyecto, incluidos el IAP/IEP anual y otros informes, revisiones de presupuesto del proyecto, examen de mitad de período, informes de progreso, herramientas de seguimiento del área de interés del FMAM, archivos del proyecto, documentos nacionales estratégicos y legales, y cualquier otro material que el evaluador considere útil para esta evaluación con base empírica. En el [Anexo B](#) de los "TdR" de estos Términos de Referencia se incluye una lista de documentos que el equipo del proyecto proporcionará al evaluador para el examen.

⁴ Para obtener más información sobre los métodos de evaluación, consulte [el Manual de planificación, seguimiento y evaluación de los resultados de desarrollo](#), Capítulo 7, pág. 163

CRITERIOS Y CALIFICACIONES DE LA EVALUACIÓN

Se llevará a cabo una evaluación del rendimiento del proyecto, en comparación con las expectativas que se establecen en el Marco lógico del proyecto y el Marco de resultados (consulte el [Anexo A](#)), que proporciona indicadores de rendimiento e impacto para la ejecución del proyecto, junto con los medios de verificación correspondientes. La evaluación cubrirá mínimamente los criterios de: **relevancia, efectividad, eficiencia, sostenibilidad e impacto**. Las calificaciones deben proporcionarse de acuerdo con los siguientes criterios de rendimiento. Se debe incluir la tabla completa en el resumen ejecutivo de evaluación. Las escalas de calificación obligatorias se incluyen en el [Anexo D](#) de los TdR.

Calificación del rendimiento del proyecto			
1. Seguimiento y Evaluación	calificación	2. Ejecución de los IA y EA:	calificación
Diseño de entrada de SyE		Calidad de aplicación del PNUD	
Ejecución del plan de SyE		Calidad de ejecución: organismo de ejecución	
Calidad general de SyE		Calidad general de aplicación y ejecución	
3. Evaluación de los resultados	calificación	4. Sostenibilidad	calificación
Relevancia		Recursos financieros:	
Efectividad		Socio-políticos:	
Eficiencia		Marco institucional y gobernanza:	
Calificación general de los resultados del proyecto		Ambiental:	
		Probabilidad general de sostenibilidad:	

FINANCIACIÓN/COFINANCIACIÓN DEL PROYECTO

La evaluación valorará los aspectos financieros clave del proyecto, incluido el alcance de cofinanciación planificada y realizada. Se requerirán los datos de los costos y la financiación del proyecto, incluidos los gastos anuales. Se deberán evaluar y explicar las diferencias entre los gastos planificados y reales. Deben considerarse los resultados de las auditorías financieras recientes, si están disponibles. Los evaluadores recibirán asistencia de la Oficina en el País (OP) y del Equipo del Proyecto para obtener datos financieros a fin de completar la siguiente tabla de cofinanciación, que se incluirá en el informe final de evaluación.

Cofinanciación (tipo/fuente)	Financiación propia del PNUD (millones de USD)		Gobierno (millones de USD)		Organismo asociado (millones de USD)		Total (millones de USD)	
	Planificado	Real	Planificado	Real	Planificado	Real	Real	Real
Subvenciones	200.000	20.995,11	3.000.000	0,00	104.560	0,00	3.304.560	20.995,11
Préstamos/concesiones								
• Ayuda en especie	N/A	N/A	1.120.000	N/A	508.240	N/A	1.628.240	N/A
• Otro	0	0	0	0	0	0	0	0
Totales	200.000	20.995,11	3.000.000	0	612.800	0	4.932.800	20.995,11

INTEGRACIÓN

Los proyectos respaldados por el PNUD y financiados por el FMAM son componentes clave en la programación nacional del PNUD, así como también en los programas regionales y mundiales. La evaluación valorará el grado en que el proyecto se integró con otras prioridades del PNUD, entre ellos la reducción de la pobreza, mejor gobernanza, la prevención y recuperación de desastres naturales y el género.

IMPACTO

Los evaluadores valorarán el grado en que el proyecto está logrando impactos o está progresando hacia el logro de impactos. Los resultados clave a los que se debería llegar en las evaluaciones incluyen si el proyecto demostró: a) mejoras verificables en el estado ecológico, b) reducciones verificables en la tensión de los sistemas ecológicos, y/o c) un progreso demostrado hacia el logro de estos impactos.⁵

CONCLUSIONES, RECOMENDACIONES Y LECCIONES

El informe de evaluación debe incluir un capítulo que proporcione un conjunto de **conclusiones, recomendaciones y lecciones**.

ARREGLOS DE APLICACIÓN

La responsabilidad principal para gestionar esta evaluación radica en la OP del PNUD en Guinea Ecuatorial. La OP del PNUD contratará a los evaluadores y asegurará el suministro oportuno de viáticos y arreglos de viaje dentro del país para el equipo de evaluación. El Equipo del Proyecto será responsable de mantenerse en contacto con el equipo de Evaluadores para establecer entrevistas con los interesados, organizar visitas de campo, coordinar con el Gobierno, etc.

PLAZO DE LA EVALUACIÓN

La duración total de la evaluación será de 30 días de acuerdo con el siguiente plan:

Actividad	Periodo / Fechas Provisionales
Preparación	4 días antes del inicio de la misión de evaluación
Misión de evaluación, con iniciación de la redacción del informe de evaluación	14 días entre 02 de septiembre y 15 de octubre 2019
Finalización del borrador del informe de evaluación	8 días, con entrega antes del 04 de noviembre 2019
Revisión y preparación del informe final de evaluación	4 días, con entrega antes del 15 de noviembre 2019

⁵ Una medida útil para medir el impacto del avance realizado es el método del Manual para la Revisión de Efectos Directos a Impactos (RoTI, por sus siglas en inglés) elaborado por la Oficina de Evaluación del FMAM: [ROTI Handbook 2009](#)

RESULTADOS FINALES DE LA EVALUACIÓN

Se espera que el equipo de evaluación logre lo siguiente:

Resultado final	Contenido	Período	Responsabilidades
Discusión de lanzamiento	Intercambio sobre los períodos y métodos y partes responsables	No más de 2 semanas antes de la misión de evaluación	El evaluador con la OP del PNUD y el CTR PNUD-GEF
Presentación	Resultados iniciales	Fin de la misión de evaluación	A la gestión del proyecto, OP del PNUD
Borrador del informe final	Informe completo, (por plantilla anexada) con anexos	Dentro del plazo de 3 semanas desde la misión de evaluación	Enviado a la OP, revisado por los CTR, las PCU, los CCO del FMAM.
Informe final*	Informe revisado	Dentro del plazo de 1 semana después haber recibido los comentarios del PNUD sobre el borrador	Enviado a la OP para cargarlo al ERC del PNUD

*Cuando se presente el informe final de evaluación, también se requiere que el evaluador proporcione un 'itinerario de la auditoría', donde se detalle cómo se han abordado (o no) todos los comentarios recibidos en el informe final de evaluación.

COMPOSICIÓN DEL EQUIPO

El equipo de evaluación estará compuesto por *1 evaluador internacional el cual contratará con sus honorarios un nacional que le acompañará durante la misión de evaluación*. Los consultores deberán tener experiencia previa en evaluación de proyectos similares. Es una ventaja contar con experiencia en proyectos financiados por el FMAM. *El evaluador internacional será el líder del proceso de evaluación y tendrá la responsabilidad de proporcionar el informe al final de la misión*. Los evaluadores seleccionados no deben haber participado en la preparación o ejecución del proyecto ni deben tener ningún conflicto de intereses con las actividades relacionadas al proyecto.

Los miembros del equipo deben reunir las siguientes calificaciones:

- Experiencia profesional relevante de 10 años como mínimo
- Conocimiento sobre el PNUD y el FMAM
- Experiencia previa con las metodologías de seguimiento y evaluación con base empírica
- Conocimiento técnico sobre las áreas de interés previstas
- *Buen dominio del idioma español. El dominio del idioma inglés será una ventaja*

ÉTICA DEL EVALUADOR

Los consultores de la evaluación asumirán los más altos niveles éticos y deberán firmar un Código de conducta (Anexo E) al aceptar la asignación. Las evaluaciones del PNUD se realizan de conformidad con los principios que se describen en las ['Directrices éticas para evaluaciones'](#) del Grupo de Evaluación de las Naciones Unidas (UNEG).

MODALIDADES Y ESPECIFICACIONES DE PAGO

Los honorarios incluyen todos los gastos en los que tenga que incurrir el consultor para realizar la presente consultoría (excluyendo los viajes a la región continental por los cuales el PNUD le pagará el boleto de avión y DSA).

%	Hito
10%	Al firmar el contrato.
40%	Después de la presentación y aprobación del primer borrador del informe final de evaluación.
50%	Después de la presentación y aprobación (OP del PNUD y CTR del PNUD) del informe final definitivo de evaluación.

PROCESO DE SOLICITUD

Los candidatos deben completar la solicitud en línea en procurement.gq@undp.org hasta el 15 de septiembre 2019. Se les sugiere a los consultores individuales que presenten las solicitudes junto con sus currículos para estos puestos. La solicitud debe contener un currículum actual y completo en **español**, donde se indique un correo electrónico y un teléfono de contacto. Los candidatos preseleccionados deberán presentar una oferta financiera que indique el costo total de la asignación (incluidos gastos diarios, viáticos y costos de viaje).

El PNUD utiliza un proceso de selección justo y transparente que considera las competencias/capacidades de los candidatos, así como sus propuestas financieras. Se alienta a las mujeres y a los miembros calificados de las minorías sociales para que presenten su solicitud.

ANEXO A: MARCO LÓGICO DEL PROYECTO

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia						Objetivo por alcanzar	Fuentes de verificación	Supuestos
Objetivo: Para eliminar o reducir las dificultades jurídicas, políticas, socio-económicas y de capacitación que actualmente impiden que el sistema de áreas protegidas de GE funcione para proteger la biodiversidad globalmente significativa.	Cambio en la evaluación de RAPPAM		Pico Basilé	Caldera de Luba	Río Campo	Monte Alen	Río Muni	30% de las preguntas de RAPPAM (45 of 149) mejoradas por al menos un incremento; Al menos 60 incremento en las mejoras en general;	Resultados del re-análisis anual de RAPPAM	1. El Gobierno proveerá una financiación oportuna y suficiente. 2. El proyecto recibirá un fuerte apoyo del gobierno. El GoGE acepta la propuesta de decretar el corredor del bosque de Bioko. La capacidad de SIGGIS desarrollada y apoyada dentro de la Universidad (Facultad de Estudios Medioambientales de la Universidad Nacional de Guinea Ecuatorial - FEM-UNGE) La demanda global de madera se mantiene baja
		y	15	15	15	19	19			
		m/y	28	28	30	29	29			
		m/n	27	27	25	23	23			
		n	79	79	79	78	79			
	Cambio en fondos librados por GoGE en la conservación de la biodiversidad y el SNAP	\$285,000/año						\$1,333,083/año	Informe financiero del MdePyMA, MdeAyB e INDEFOR	
	Cambio en el área de AP	367,000 ha						387,000 ha	Decreto del GoGE para establecer el Corredor del Bosque de Bioko	
	Área de refugio forestal bajo un mejor manejo	Un estudio del Jardín Botánico de Missouri trazó un mapa de la presencia de áreas de refugios forestales del Pleistoceno dentro del actual sistema de AP's (específicamente Monte Alen PN para este proyecto)						Al menos 50% de efectividad en el manejo del PN de Monte Alen	Tarjeta de puntuación de METT; análisis SIG	
	Cambio en la cobertura boscosa y el almacenamiento de	No hay datos de base por el momento para la vegetación es de un estudio de CUREF de hace una década.						Lograr un promedio de	Informes del Seguimiento del análisis de	

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
	carbono en los 2 hábitats principales para la biodiversidad en áreas protegidas escogidas (por ejemplo Boque húmedo de las tierras bajas y bosque montañoso)		deforestación anual inferior a 0.5% en los 2 hábitats escogidos dentro de los lugares del proyecto.	las imágenes de Landsat	(unida a la economía global) No hay mortalidad por catastrofes naturales (gripe aviar, etc)
	Población de vaes endémica en el Pico Basilé, la Reserva científica de la Caldera de Luba, Monte Alén y Río Muni	No hay datos cuantitativos de base disponibles por el momento. La base se establecerá en el año 1 del proyecto.	Poblaciones de especies endémicas de aves se mantienen estables	Estudios faunísticos	
	La situación de las siguientes especies de primates y otras especies emblemáticas de la isla de Bioko y Río Muni: gorila del oeste (Gorilla gorilla gorilla), chimpancé del oeste (Pan troglodytes troglodytes), y elefante de bosque (Loxodonta cyclotis)	No hay datos de base por el momento.	Se establece una base de la población de estas especies y se sitúa un sistema de seguimiento en el lugar.	Estudios faunísticos	

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
Resultado 1: El marco político y la estrategia para el manejo de las AP's es desarrollado	Un número de leyes y políticas revisadas son adoptadas/promulgadas.	El marco lógico de la Política Nacional sobre Biodiversidad de GE no es funcional.	Antes de 2011 una Política Nacional sobre Biodiversidad revisada promulgada que apoye un rol para las ONG's y las organizaciones comunitarias en el manejo de la biodiversidad.		3. El Gobierno proveerá una financiación oportuna y suficiente. 4. El proyecto recibirá un fuerte apoyo del gobierno. 5. Ongoing negotiations shaping international carbon markets will create a market that EG can exploit. El gobierno de GE apoya la introducción de la neutralidad en carbono en el Plan Nacional de Desarrollo de 20 años.
		Las leyes del sector medioambiental son confusas y contradictorias.	Antes de 2012 una nueva ley del sector medioambiental que defina claramente roles complementarios y responsabilidades para el MdePyMA, MdeAyB e INDEFOR.	Tarjeta de evaluación de la capacidad.	
		No existe un cuerpo de coordinación en el sector medioambiental.	Antes de 2011 un cuerpo de coordinación en el sector creado, con personal y presupuesto.		

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
		El Plan Nacional de Desarrollo de 20 años de GE no es neutral en carbono.	Antes de 2012, el Plan Nacional de Desarrollo de 20 años de GE ha de ser revisado para ser neutral en carbono.		
	Cambio en la cantidad de los desembolsos financieros para FONAMA y FONADEFO	FONAMA y FONADEFO no son funcionales.	Antes de 2012 FONAMA y FONADEFO difundirán el 50% de sus costes operacionales y recurrentes de manejo de la biodiversidad y el SNAP incluyendo becas para las ONGs conservacionistas de GE.		

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
Resultado 2: Capacidades institucionales e individuales mejoradas para el manejo de AP's;	Tarjeta/Ficha de evaluación de la capacidad.	<p>Formulación Política Sistémica 4 de 6 Institutional 2 de 3</p> <p>Implementación Sistémica 5 de 9 Institutional 8 de 27 Individual 3 de 12</p> <p>Compromiso y consenso Sistémica 2 de 6 Institutional 3 de 6 Individual 2 de 3</p> <p>Información y conocimiento Sistémica 1/out of 3 Institutional 1/out of 3 Individual 2/out of 3</p> <p>Seguimiento Sistémica 2 de 6 Institutional 4 de 6 Individual 0 de 3</p>	<p>Formulación Política 5 de 6 3 de 3</p> <p>Implementación 6 de 9 10 de 27 5 de 12</p> <p>Compromiso y consenso 3 de 6 4 de 6 3 de 3</p> <p>Información y conocimiento 2 de 3 2 de 3 3 de 3</p> <p>Seguimiento 3 de 6 5 de 6 1 de 3</p>	Tarjeta/Ficha de evaluación de la capacidad.	

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
	Eficacia en el manejo de APs en los lugares del proyecto medidos por la puntuación de METT (Anexo B)	PN de Pico Basilé – 13.5% Reserva científica de la Caldera de Luba – 27.1% PN de Monte Alen – 37.5% Reserva Natural de Río Muni – 16.7% Reserva Natural de Río Campo – 19.8%	PN de Pico Basilé – 25% Reserva científica de la Caldera de Luba – 40% PN de Monte Alen – 50% Reserva Natural de Río Muni – 25% Reserva Natural de Río Campo – 25%	Aplicación del METT en línea con el componente de evaluación y seguimiento del proyecto	
	Sostenibilidad financiera mejorada para el SNAP, medida por la Tarjeta/Ficha de sostenibilidad financiera (Anexo C)	Marco jurídico y regulatorio 11.5% - 9 de 78 Business planning 11.5% - 7 de 61 Tools for revenue generation 3.5% - 2 de 57 Total 9.2% - 18 de 196	24.4% - 19 de 78 24.6% - 15 de 61 10.5% - 6 de 57 20.4% - 40 de 196	Tarjeta de sostenibilidad financiera	
	Número de comités de diálogo en las comunidades	There is currently no dialogue committee in the targeted PAs.	Doce comités de diálogo en las comunidades piloto creadas, cada una celebra 4-6 encuentros al año, con archivo de asuntos tratados (via notas de reunión);	Acuerdos firmados con los comités de diálogo	

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
Resultado 3: El manejo de AP's sostenibles se aproxima al demostrado en los 3 lugares piloto.	Número de planes de manejo nuevos o revisados	Sólo hay planes de manejo recientes para Monte Alen y Río Campo. No hay planes de manejo para el paisaje de Monte Alen/Río Muni ni para los de la Caldera de Luba/Pico Basilé.	Antes de 2010 debe haber planes de manejo actualizados para Monte Alen, Río Muni, la Caldera de Luba, Pico Basilé y Río Campo.	Texto del plan de manejo para Monte Alen, Río Muni, Caldera de Luba, Pico Basilé y Río Campo	El Gobierno proveerá una financiación oportuna y suficiente. El proyecto recibirá un fuerte apoyo del gobierno.
	Existencia de un Plan de negocios de ecoturismo.	No hay ecoturismo organizado y que genere beneficios, basado en las especies raras y en peligro de primates y aves en isla de Bioko.	Antes de 2012 debe haber un Plan de negocios de ecoturismo basado en las especies raras y en peligro de primates y aves de isla de Bioko.	Un documento del plan de negocios para el ecoturismo basado en los primates y aves de Bioko.	Los consultores apropiados están disponibles El GoGE responde positivamente al plan
	Porcentaje de daños en la cosecha reducidos	Los daños en las cosechas producidos por animales salvajes no son gestionados ni reducidos.	Antes de 2012 ha de haber un estudio cuantitativo de daños en las cosechas producidos por animales y un plan para su reducción apropiada y presentado al GoGE.	Consultores informan sobre los daños en las cosechas y redactan un plan de reducción presentado al GoGE	de reducción de los daños en las cosechas propuesto. El GoGE responde positivamente al corredor forestal de Bioko.

Estrategia del Proyecto	Indicadores objetivamente verificables	Referencia	Objetivo por alcanzar	Fuentes de verificación	Supuestos
	El corredor forestal de Bioko es puesto en el Boletín oficial	El transepto ecológico crítico entre Caldera de Luba y el Pico Basile, y los movimientos de animales salvajes entre ellos, están desprotegidos, no atendidos y son vulnerables a la conservación forestal.	Antes de 2012 el corredor forestal de Bioko es puesto en el Boletín oficial	Decreto que establezca el corredor forestal de Bioko y presentado al GoGE.	
	Existencia de una unidad de manejo en el campo del MdePyMA para el corredor forestal de Bioko	Ninguna autoridad de manejo tiene presencia eficaz en la isla de Bioko.	Antes 2012 el MdePyMA ha de establecer una unidad de manejo de campo de cinco personas asignado al corredor forestal de Bioko.	Archivo del personal, presupuesto y actividades de la unidad de manejo en el campo del MdePyMA.	

ANEXO B: LISTA DE DOCUMENTOS QUE REVISARÁN LOS EVALUADORES

1. Documento de proyecto
2. Planes Anuales de Trabajo o POAs
3. PIRs anuales
4. Informes de Auditorias
5. Informes de actividades de los socios en la implementación
6. 11. Estudio sobre la gestión de áreas protegidas.
7. Plan de Gestión de áreas protegidas.

ANEXO C: PREGUNTAS DE EVALUACIÓN

Esta es una lista genérica para completar con preguntas más específicas por la OP y el Consejero Técnico regional del FMAM/PNUD según las circunstancias específicas del proyecto.

	Indicadores	Fuentes	Metodología
Relevancia: ¿Cómo se relaciona el proyecto con los objetivos principales del área de interés del FMAM y con las prioridades ambientales y de desarrollo a nivel local, regional y nacional?			
•	•	•	•
•	•	•	•
•	•	•	•
Efectividad: ¿En qué medida se han logrado los resultados y objetivos previstos del proyecto?			
•	•	•	•
•	•	•	•
•		•	•
Eficiencia: ¿El proyecto se implementó de manera eficiente en conformidad con las normas y los estándares internacionales y nacionales?			
•	•	•	•
•	•	•	•
•	•	•	•
Sostenibilidad: ¿En qué medida hay riesgos financieros, institucionales, socioeconómicos o ambientales para sostener los resultados del proyecto a largo plazo?			
•	•	•	•
•	•	•	•
•	•	•	•
Impacto: ¿Hay indicios de que el proyecto haya contribuido a reducir la tensión ambiental o a mejorar el estado ecológico, o que haya permitido avanzar hacia esos resultados?			
•	•	•	•
•	•	•	•

ANEXO D: ESCALAS DE CALIFICACIONES

Calificaciones de resultados, efectividad, eficiencia, SyE y ejecución de AyE 6: Muy satisfactorio (MS): no presentó deficiencias 5: Satisfactorio (S): deficiencias menores 4: Algo satisfactorio (AS) 3. Algo insatisfactorio (AI): deficiencias importantes 2. Insatisfactorio (I): deficiencias importantes 1. Muy insatisfactorio (MI): deficiencias graves	Calificaciones de sostenibilidad: 4. Probable (P): Riesgos insignificantes para la sostenibilidad. 3. Algo probable (AP): riesgos moderados. 2. Algo improbable (AI): Riesgos significativos. 1. Improbable (I): Riesgos graves.	Calificaciones de relevancia 2. Relevante (R) 1.. No Relevante (NR) Calificaciones de impacto: 3. Significativo (S) 2. Mínimo (M) 1. Insignificante (I)
Calificaciones adicionales donde sea pertinente: No corresponde (N/C) No se puede valorar (N/V)		

ANEXO E: FORMULARIO DE ACUERDO Y CÓDIGO DE CONDUCTA DEL CONSULTOR DE LA EVALUACIÓN

Los evaluadores:

1. Deben presentar información completa y justa en su evaluación de fortalezas y debilidades, para que las decisiones o medidas tomadas tengan un buen fundamento.
2. Deben divulgar todos los resultados de la evaluación junto con información sobre sus limitaciones, y permitir el acceso a esta información a todos los afectados por la evaluación que posean derechos legales expresos de recibir los resultados.
3. Deben proteger el anonimato y la confidencialidad de los informantes individuales. Deben proporcionar avisos máximos, minimizar las demandas de tiempo, y respetar el derecho de las personas de no participar. Los evaluadores deben respetar el derecho de las personas a suministrar información de forma confidencial y deben garantizar que la información confidencial no pueda rastrearse hasta su fuente. No se prevé que evalúen a individuos y deben equilibrar una evaluación de funciones de gestión con este principio general.
4. En ocasiones, deben revelar la evidencia de transgresiones cuando realizan las evaluaciones. Estos casos deben ser informados discretamente al organismo de investigación correspondiente. Los evaluadores deben consultar con otras entidades de supervisión relevantes cuando haya dudas sobre si ciertas cuestiones deberían ser denunciadas y cómo.
5. Deben ser sensibles a las creencias, maneras y costumbres, y actuar con integridad y honestidad en las relaciones con todos los interesados. De acuerdo con la Declaración Universal de los Derechos Humanos de la ONU, los evaluadores deben ser sensibles a las cuestiones de discriminación e igualdad de género, y abordar tales cuestiones. Deben evitar ofender la dignidad y autoestima de aquellas personas con las que están en contacto en el transcurso de la evaluación. Gracias a que saben que la evaluación podría afectar negativamente los intereses de algunos interesados, los evaluadores deben realizar la evaluación y comunicar el propósito y los resultados de manera que respete claramente la dignidad y el valor propio de los interesados.
6. Son responsables de su rendimiento y sus productos. Son responsables de la presentación clara, precisa y justa, de manera oral o escrita, de limitaciones, los resultados y las recomendaciones del estudio.
7. Deben reflejar procedimientos descriptivos sólidos y ser prudentes en el uso de los recursos de la evaluación.

Formulario de acuerdo del consultor de la evaluación⁶

Acuerdo para acatar el Código de conducta para la evaluación en el Sistema de las Naciones Unidas

Nombre del consultor: Guido Fernández de Velasco

Nombre de la organización consultiva (donde corresponda): _____

Confirmando que he recibido y entendido y que acataré el Código de Conducta para la Evaluación de las Naciones Unidas.

Firmado en Barcelona el 02 de Noviembre de 2019



Firma: _____

⁶ www.unevaluation.org/unegcodeofconduct

ANEXO F: ESBOZO DEL INFORME DE EVALUACIÓN⁷

- i. Primera página:
 - Título del proyecto respaldado por el PNUD y financiado por el FMAM
 - Números de identificación del proyecto del PNUD y FMAM
 - Plazo de evaluación y fecha del informe de evaluación
 - Región y países incluidos en el proyecto
 - Programa Operativo/Programa Estratégico del FMAM
 - Socio para la ejecución y otros asociados del proyecto
 - Miembros del equipo de evaluación
 - Reconocimientos
- ii. Resumen ejecutivo
 - Cuadro sinóptico del proyecto
 - Descripción del proyecto (breve)
 - Tabla de calificación de la evaluación
 - Resumen de conclusiones, recomendaciones y lecciones
- iii. Abreviaturas y siglas
(Consulte: Manual editorial del PNUD⁸)
- 1. Introducción
 - Propósito de la evaluación
 - Alcance y metodología
 - Estructura del informe de evaluación
- 2. Descripción del proyecto y contexto de desarrollo
 - Comienzo y duración del proyecto
 - Problemas que el proyecto buscó abordar
 - Objetivos inmediatos y de desarrollo del proyecto
 - Indicadores de referencia establecidos
 - Principales interesados
 - Resultados previstos

⁷ La longitud del informe no debe exceder las 40 páginas en total (sin incluir los anexos)

⁸ Manual de estilo del PNUD, Oficina de Comunicaciones, Oficina de Alianzas, actualizado en noviembre de 2008

- 3.** Hallazgos
(Además de una evaluación descriptiva, se deben considerar todos los criterios marcados con (*)⁹)
- 3.1** Diseño y formulación del proyecto
- Análisis del marco lógico (AML) y del Marco de resultados (lógica y estrategia del proyecto; indicadores)
 - Suposiciones y riesgos
 - Lecciones de otros proyectos relevantes (p.ej., misma área de interés) incorporados en el diseño del proyecto
 - Participación planificada de los interesados
 - Enfoque de repetición
 - Ventaja comparativa del PNUD
 - Vínculos entre el proyecto y otras intervenciones dentro del sector
 - Disposiciones de Administración
- 3.2** Ejecución del proyecto
- Gestión de adaptación (cambios en el diseño del proyecto y resultados del proyecto durante la ejecución)
 - Acuerdos de asociaciones (con los interesados relevantes involucrados en el país o la región)
 - Retroalimentación de actividades de SyE utilizadas para gestión de adaptación
 - Financiación del proyecto:
 - Seguimiento y Evaluación: diseño de entrada y ejecución (*)
 - Coordinación de la aplicación y ejecución (*) del PNUD y del socio para la ejecución y cuestiones operativas
- 3.3** Resultados del proyecto
- Resultados generales (logro de los objetivos) (*)
 - Relevancia (*)
 - Efectividad y eficiencia (*)
 - Implicación nacional
 - Integración
 - Sostenibilidad (*)

⁹ Con una escala de calificación de seis puntos: 6: Muy satisfactorio, 5: Satisfactorio, 4: Algo satisfactorio, 3: Algo insatisfactorio, 2: Insatisfactorio y 1: Muy insatisfactorio. Consulte la sección 3.5, página 37 para conocer las explicaciones sobre las calificaciones.

- Impacto

4. Conclusiones, recomendaciones y lecciones

- Medidas correctivas para el diseño, la ejecución, seguimiento y evaluación del proyecto
- Acciones para seguir o reforzar los beneficios iniciales del proyecto
- Propuestas para direcciones futuras que acentúen los objetivos principales
- Las mejores y peores prácticas para abordar cuestiones relacionadas con la relevancia, el rendimiento y el éxito

5. Anexos

- TdR
- Itinerario
- Lista de personas entrevistadas
- Resumen de visitas de campo
- Lista de documentos revisados
- Matriz de preguntas de evaluación
- Cuestionario utilizado y resumen de los resultados
- Formulario de acuerdo del consultor de la evaluación

ANEXO G: FORMULARIO DE AUTORIZACIÓN DEL INFORME DE EVALUACIÓN

(Para ser completado por la OP y el Consejero Técnico regional del FMAM/PNUD e incluido en el documento final).

Informe de evaluación revisado y autorizado por

Oficina en el país del PNUD

Nombre: _____

Firma: _____ Fecha: _____

ATR del FMAM/PNUD

Nombre: _____

Firma: _____ Fecha: _____

5.2 Agenda



*Al servicio
de las personas
y las naciones*

Plan de entrevistas a los actores involucrados en la implementación del Proyecto PIMS:4185 (Fortalecimiento del Sistema de Áreas protegidas en Guinea Ecuatorial)

Evaluación Final PIMS.4185

Nombre	Cargo/Institución	Fecha y Lugar de la entrevista	Lugar	Teléfonos
Gabriel NGUA AYECABA	DIRECTOR GENERAL DE MEDIO AMBIENTE	A DETERMINAR		222 270 560
Antonio MICHA ONDO	DIRECTOR NACIONAL DEL INCOMA	Jueves 7 noviembre 2019/10:30 H	Bata	222 270 463
Fidel ESONO MBA	DIRECTOR GENERAL DEL INDEFOR	Jueves 7 noviembre 2019/12:00 H	Bata	222 250 465
Jesús MBBA	DIRECTOR AREAS PROTEGIDAS, INDEFOR-AP	Jueves 7 de noviembre 2019, 14:00 H	Bata	
Christian Barrientos	Director, Equatorial Guinea Coastal Resources Management Program Wildlife Conservation Society skype: cbarrientos16	Jueves 7 noviembre 2019/ 15:00 H	Bata, Candy Vista Mar, oficina 208	EG tel: 240 555791485

	web: www.wcs.org			
Santiago Francisco ENGONGA ESONO	PUNTO FOCAL POLITICO GEF	Miércoles 6 noviembre 2019/10:00H	Malabo	222 273 970
Miriam Minerva ONDO MBENG	ECOGUINEA	lunes 11 noviembre 2019/ Malabo 2 en viviendas sociales de Arrap Contractor 10:00H (llamar a Miriam desde el taxi cuando estemos llegando)	Malabo	222 295 129
Demetrio BUCUMA	PROYECTO REGIONAL AREAS PROTEGIDAS	Miércoles 06 noviembre 2019/14:00 H	Malabo	222 347 028

Comentarios:

Falta contactar las siguientes personas, de acuerdo a Yves, para entrevistar:

- Christian Barrientos; Director; WCS Telf 240 555791485
- Domingos Mazivila; UNDP Ya entrevistado
- David Monty; BBPP
 - david.monty1@gmail.com
 - Dan @ mokawildlifecenter@gmail.com
 - Demetrio @ bocumademe@gmail.com
 - Amancio @ moetam89@gmail.com
- Ricardo. Solo tenemos su número en España. +34 667438901
- Representante de FAO – A determinar.
- UNGE – A determinar.

En la agenda faltan también la entrevista con PNUD al inicio, Briefing, y una reunión de debriefing al final donde normalmente también participa el Gobierno donde el consultor presenta los resultados preliminares.

5.3 List of interviewed stakeholders

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

Date	Name	Last Name	Post and organization
02-oct	Domingos	Mazivila	UNDP, Economic Advisor
06-nov	Chisa	Mikami	UNDP, Deputy
06-nov	Kisito	Bokung	UNDP, Programme Analyst
06-nov	Leticia	Alogo	UNDP, Programme Associate
06-nov	Santiago	Engonga	GEF Political Focal Point
07-nov	Antonio	Micha	INCOMA National Director; GEF Technical Focal Point
07-nov	Fidel	Esono	INDEFOR-AP General Director
07-nov	Jesús	Mbba	INDEFOR-AP Director of Protected Areas
07-nov	Christian	Barrrientos	Director, Equatorial Guinea Coastal Resources Management Program, Wildlife Conservation Society
08-nov	Sotero	Mekina	Central Inspector, Monte Alen National Park
08-nov	Salvador	Engó Ndong	Deputy Conservator, Monte Alen National Park
08-nov	Bonifacio	Milama Obama	Cleaner, Monte Alen National Park
08-nov	Pedro	Nsué	Chopeador, Monte Alen National Park
08-nov	Benito	Ona Obama	Guide, Monte Alen National Park
11-nov	Miriam Minerva	Ondo Mbeng	Ecoguinea
11-nov	David	Montgomery	Coordinator, BBPP
11-nov	Demetrio	Bucuma	Project Coordinator
11-nov	Irene Consuelo	Mlang	Project Assistant
11-nov	David	Montgomery	BBPP Project coordinator
12-nov	Ricardo	Dominguez	Ex Project Coordinator

5.4 List of documents reviewed

Item #	Items (siempre que sea posible son preferibles las versiones electrónicas)	Comentarios
1	PIF	√
2	Inception Report	√
3	UNDP Project Document and GEF final approval documents (CEO endorsement, etc.).	√
4	Results of the ESMF from UNDP	En Prodoc
5	Progress reports (quarterly, yearly) and annual work plans with corresponding financial reports	¹⁰
6	All Project Implementation Reports (PIRs)	PIRs for 2014, 2015, 2016, 2017 and 2019
7	Audit report	√
8	Electronic copies of GEF Monitoring tools (RAPPAM, METT, FSC and Capacity Development Scorecard)	√ ¹¹
9	Project's Monitoring reports	NA
10	Minutes of the project's Steering Committee and other related bodies (for example, CLAP minutes).	NA
11	Maps with location of Project sites, if necessary	√ Available on prodc
12	Other management related documents: Reports on adaptative management, Management memorandums, etc	NA
13	Electronic copies of project's products: bulletins, guides, technical products, etc.	Very few documents available electronically
14	Summary lists of formal meetings, workshops, etc carried out, indicating date, place and subject as well as number of participants.	√
15	Relevant information available regarding environmental indicators beyond those in the logical framework included in the PIRs.	NA
16	Socio-economic relevant data, such as employment, change in income generation related to Project activities, etc.	NA
17	Project's real expenses, including management costs as well as project's Budget revisions.	√
18	List of contracts and articles purchased above ~\$5.000 US\$ (for example, companies hired for external products, etc)	Several documents available on project folders.
19	Cofinancement matrix with a breakdown of total foreseen disbursements vs real expenses, in kind or cash, if possible	√ ¹²

¹⁰ No Quarterly progress reports provided Most AWP's were obtained directly from project folders as they were not in digital format.

¹¹ The evaluator produced, together with national counterparts, during the field mission the METT and FSC. The evaluator produced himself the Capacity Development Scorecard.

¹² Cofinancement matrix produced by UNDP country office.

5.5 Evaluation matrix

Evaluation Question	Indicators	Source	Methodology
Relevance: How does the project relate to the main objectives of the areas of interest of the Convention on Biodiversity and the GEF and to the environment and development priorities at local, regional and national levels?			
Is the project relevant to the objectives of the CBD and other international agreements?	CBD priorities and work areas incorporated in the project design	Prodoc, interviews with Project staff, national policies and strategies related to CBD	Documentary analysis Semi-structured interviews with key informants (Government, NGOs) as detailed in this report.
Is the Project in line with the UNDP mandate in this area, with national needs and interests and with national / regional / international commitments made at the regional level in terms of biodiversity?	Degree to which the products of the project are consistent with national priorities, with the strategic areas of UNDP in this area and are in line with the requirements of the commitments assumed by the country at the regional / international level.	PRODOC AWPs Specialized Regional Documents UNDP Strategic Plan Key informants	Documentation analysis, research, and documentary crosscheck review information and interviews.
Is the project relevant to the area of interest on biodiversity of the GEF?	Existence of clear objectives and products linked to the priority areas on BD of the GEF	Prodoc; Progress Reports; actors interviewed	Documentary analysis Semi-structured interviews with key informants (Government, NGOs) as detailed in this report.
Does the project address the needs of the PA communities and the General Directorate of the Environment of the Ministry of Fisheries and Environment?	Degree of participation of those interested in the design and execution of the project	Prodoc, PIR, interviews	Documentary analysis and key interviews

Is the project internally consistent with its design?	Level of coherence between the expected results and the intervention logic	Prodoc, PIR, interviews	Documentary analysis and key interviews
Is the project consistent and aligned with the policy of different donors in the country?	Similarity in objectives and coordination of assistance	Prodoc, PIR, interviews	Documentary analysis and key interviews
Does the project provide relevant lessons and experiences for other similar projects in the future?	Number of lessons learned useful for UNDP	FE final report	Documentary analysis and key interviews
Effectiveness: To what extent have the expected results and objectives of the project been achieved?			
To what extent have the outputs, outcomes and results of the project been achieved? Can the stated outcomes or results statements be expected to be achieved without changes to the current implementation process?	Number of outputs	Documents and PIRs; capacity building reports	Documentary analysis and interviews
Was the project supported efficiently?	Availability and quality of financial and progress reports Reports provided in a timely manner Support received from the UNDP Regional Office Level of discrepancy between planned and used financial expenses	Documents and project evaluations UNDP Project team Key informants	
Did the project use local capacity efficiently during its execution?	Proportion of specialized knowledge used by national experts	Documents and project evaluations UNDP NGOs; Universities Beneficiaries, Eco guards	
What lessons can be obtained regarding efficiency for other similar projects in the future?	Number of lessons learned useful for UNDP	Documents and project evaluations	

Efficiency: Was the project implemented efficiently in accordance with international and national standards and standards?			
Did the project and its processes used resources in ways that achieve more results for less cost?	Level of expenditure per output	AWP, CDR	Documentary analysis and key interviews
To what extent do current, structures, processes and policies support the efficiency of the administrative and financial arrangement of the projects?	Number of assigned personnel to the project; Effective delivery of reports	PIRs, CDRs	Documentary analysis and key interviews
How efficient is coordination and collaboration, specifically management arrangements at the regional and country level, in supporting the implementation and results achievements of the project?	Number of meetings, missions and reports	PIRs, Special reports	Documentary analysis and key interviews
To what extent have synergies been established between different program areas and/or partners?	Agreements established	PIRs, published agreements	Documentary analysis and key interviews
To what extent UNDP has built effective synergies and partnerships with other organizations, including those within the UN system, to reach intended outcomes?	Number of agreements or meetings held	PIRs	Documentary analysis and key interviews
Sustainability: To what extent are there financial, institutional, socioeconomic or environmental risks to sustain the results of the project in the long term?			
Are sustainability issues well integrated in the project design?	Testing / quality of the proposed sustainability strategy	Prodoc	Documentary analysis and key interviews
If any outcomes/ results have been achieved, have they been or can they be expected to be sustained?	• Degree to which local institutions and NGOs and local governments have assumed the activities;	PIRs	Documentary analysis and key interviews

	<ul style="list-style-type: none"> • Efforts to support laws and regulations 		
Is the SNAP Financially sustainable?	Results of the application of the UNDP Financial Sustainability Scorecard	UNDP Financial sustainability scorecard	Documentary analysis and key interviews
Is there socio-economic sustainability around the SNAP?	<ul style="list-style-type: none"> • Examples of contributions to sustainable socio-economic changes that support the objectives and strategies of the project 	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews
Has the Project reduced potential threats related to the environmental sustainability?	<ul style="list-style-type: none"> • Evidence of possible threats such as the development of mining projects; residential buildings; • Evaluation of emerging or untreated threats 	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews
Has the individual, institutional or systemic capacity been improved?	<ul style="list-style-type: none"> • Existing elements in different management functions such as infrastructure, management plans; capacities, etc. 	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews
Are any of the products or activities being repeated or have the potential of being repeated?	<ul style="list-style-type: none"> • Quantity / quality of repeated initiatives 	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews
Are there any persistent or new threats to the project's sustainability?	Recent changes that may present new challenges for the project	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews
Impact: Are there indications that the project has contributed to reducing environmental stress or improving the ecological state, or that has allowed progress towards these results?			
Has the project influenced the declaration of new PAs in country?	% of increment of terrestrial national territory into the SNAP	PIRs, Boletín Oficial de Estado	Documentary analysis and key interviews
Has the SNAP improved its situation in terms of budget, personnel,	Number of personnel; Budget;	Documents and evaluations; Beneficiaries	Documentary analysis and key interviews

infrastructure, PA management plans, etc?	Number of Management plans		
Is there evidence of improved technical capacity?	Number of technicians trained Knowledge or evidence of capacity improvement	Documents and evaluations	Documentary analysis and interviews with beneficiaries

5.6 Questionnaire used during semi-structured interviews

Guía de entrevista semi-estructurada para socios (entrevistas a socios de gobierno, ONGs, Sociedad Civil, Sector Privado, comunidades) del Proyecto 4185 de Fortalecimiento del Sistema de Áreas Protegidas em Guinea Ecuatorial para la Conservación Efectiva de Ecosistemas representativos y de la Biodiversidad globalmente significativa

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 con 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? Dependiendo de la naturaleza de la colaboración, se deben adaptar las preguntas para hacerlas más específicas.

Información Importante:

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

--

Parte II: Estrategia del Proyecto

2. Por favor explicar brevemente si considera que el Proyecto con su objetivo principal y tres resultados (Lograr la eficiencia del SNAP para la protección efectiva de la Biodiversidad a nivel de especies y ecosistemas; 1. Componente legal necesario para el correcto funcionamiento; 2. Capacidades institucionales e individuales fortalecidas y 3. Manejo efectivo de 3 APs pilotos) está bien diseñado y alineado con las prioridades nacionales

(ver si hay alineamiento con las estrategias nacionales de desarrollo y conservación de la naturaleza, cambio climático, etc)

3. Participó usted o alguien de su unidad / organización en el proceso de formulación del proyecto? Por favor describa el proceso

(n/a con algunos socios o actores)

4. ¿Cree usted que el Proyecto ha considerado todos los riesgos posibles? Se definieron medidas de mitigación apropiadas?

Nota: Hacer referencia a los riesgos identificados (1. El GoGE no acepta las recomendaciones políticas y/o la legislación preparada por el proyecto; 2. Financiación de contrapartida del Gobierno no se materialice; 3. La caza ilegal de carne de bosque continúa; 4. Actividades sufren retrasos debido a las limitaciones de la capacidad técnica; 5. Rivalidad interministerial y entre agencias puede bloquear la implementación de actividades del proyecto; 6. Actividades sufren retrasos mientras se encuentra personal y consultores apropiados; 7. Toma de decisiones muy centralizada que puede retrasar la ejecución del proyecto).

5. ¿Según su criterio, incluye el marco de resultados o el presupuesto productos y actividades con relevancia de género? Por favor detallar.

6. ¿Cree usted que los indicadores de resultados y productos están bien diseñados? ¿Se pueden medir?

7. ¿Cree usted que el proyecto ha generado o puede generar efectos de desarrollo beneficiosos para el país o podría catalizarlos en el futuro (eg. Generación de ingresos,

reducción de área deforestada, conservación de la biodiversidad, ecoturismo) de manera que se deberían incluir en el marco de resultados?

Parte III: Avance hacia los resultados

8. ¿En qué medida el Proyecto apoya a su Ministerio/Secretaría/Organización al logro de sus resultados? Explicar brevemente.

9. ¿Tiene el IBAP un buen sistema de seguimiento financiero, presupuestos, gastos y previsión de gastos del propio sistema?

10. ¿Cuáles cree usted que han sido los principales obstáculos, así como factores facilitadores para el logro de los resultados? Por favor explicar

11. ¿Ha logrado el Proyecto tener una estrategia de socios apropiada? ¿Se debería sumar a algún otro socio o actor clave al proceso? Por favor explicar

12. ¿La Ley de MA da autoridad para regular los recursos de la BD a MdePyMA. Cambia la gestión del SNAP de MdeAyB/INDEFOR al MdePyMA/INCOMA. ¿Cómo está funcionando este cambio? ¿Cómo se adaptó el proyecto?

13. ¿Ha habido un incremento en el % del territorio nacional bajo protección del SNAP? ¿Si es así, cómo apoyó el proyecto este proceso?

14. Si bien la Ley de MA autoriza o habilita al INCOMA, durante años, ha seguido trabajando INDEFOR. Ha habido solapamiento institucional?

15. ¿Se sigue aplicando la prohibición de caza, venta y consumo de primates (2007)? Y las exportaciones de madera?

16. ¿Existe un nuevo plan de desarrollo (el actual vence en 2020)? Menciona la necesidad de proteger y manejar las contribuciones de la BD a la economía nacional? Desarrollo neutral en carbono?

17. ¿Cómo se están gestionando actualmente los parques? Con qué personal cuentan? Existe infraestructura? Hay opciones o alternativas económicas viables para las comunidades?

18. ¿Cómo apoyó el proyecto las capacidades de los diferentes actores? ¿Me pueden dar datos concretos?

19. ¿Se han aprobado los planes de manejo de las APs piloto del proyecto trabajadas con la Universidad de Sevilla? ¿Se están implementando? ¿Cuántas APs tienen planes de manejo a nivel nacional?

20. Un objetivo clave del proyecto era apoyar la conformación del corredor de paisaje de las áreas protegidas de la isla de Bioko. No se logró. Sigue interesando? Existe todavía esa posibilidad?

21. Ha trabajado el proyecto en las capacidades de las comunidades de las APs y las zonas de amortiguamiento para generar ingresos alternativos a la caza y la tala? Existen opciones reales de, por ejemplo, promoción del ecoturismo? Agricultura sostenible, etc?

Parte IV: Implementación del proyecto y Gestión Adaptativa

22. Cree usted que la estructura y organización del Proyecto son los adecuados (oficina central, oficina en El continente)? ¿Dispone el proyecto de suficiente equipo humano y técnico y recursos para lograr los resultados?

Nota: En caso de no saberlo, preguntar si ha sido informado/a de cambios en el proyecto y si ha podido incidir o transmitir inquietudes en las distintas instancias de coordinación

23. ¿Han habido cambios sustantivos en el proyecto? ¿Ha sido capaz el proyecto de adaptarse a dichos cambios?

24. ¿Cómo ha sido la coordinación entre actores, entre donantes? ¿Han funcionado los distintos comités de coordinación? (junta directiva, comité coordinación nacional) ¿Se puede mejorar?

(n/a para ciertos actores)

PARA GOBIERNO

25. ¿Cree usted que ha habido duplicidad de esfuerzos con otros proyectos?

26. CI dejó de trabajar en GE al inicio del proyecto. ¿Como se adaptó el proyecto?

27. ¿Apoyan los gobiernos locales los objetivos del proyecto? ¿Tienen un papel activo en la toma de decisiones?

28. ¿Han aportado los diferentes socios al co-financiamiento? ¿Cómo se le está dando seguimiento?

29. ¿Ha participado usted o la organización a la que representa en el monitoreo del proyecto? PNUD participó del monitoreo? ¿Cree que ha sido efectivo? ¿Se puede mejorar? ¿Sabe si

se están utilizando datos nacionales, estadísticas, información generada a nivel nacional?
¿Me pueden dar ejemplos?

Parte V: Sostenibilidad

30. ¿Una vez concluya el Proyecto y el apoyo financiero del GEF, podrá el Gobierno seguir impulsando esta iniciativa y garantizar el funcionamiento del INCOMA?

31. Lograr la financiación sostenible es complicado ¿Cree usted que los productos generados por el Proyecto y la capacidad fortalecida de las partes responsables es suficiente para seguir promocionando el SNAP y su funcionamiento?

32. ¿Hay nuevos riesgos a tomar en cuenta para la sostenibilidad del proyecto? ¿qué medidas se podrían tomar para mitigar dichos riesgos?

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 2019



Signature:

5.8 Progress towards Results Evaluation Matrix

Indicators Evaluation Code								
Achieved	On its way to be achieved							
PROJECT GOAL: To ensure conservation of globally significant biodiversity and representative ecosystems in EG.								
Project Strategy	Indicator	2009 Reference Level	2015 Level on 2nd PIR	2016 Level on 3rd PIR	2017 Level on 4th PIR	2016 End of Project Target	TE Results Ratings	TE Ratings justification
Objective:								
To make EG's protected area system effective in protecting species- and ecosystem-level biodiversity	Change in Rapid Assessment and Prioritization of Protected Area Management (RAPAM) Assessment	Pico Basil Caldera de Luba Rio Campo Monte Alen Rio Muni- y 15 15 15 19 19 m/y 28 28 30 29 29 m/n 27 27 25 23 23 n 79 79 79 78 79	Created baseline to improve the system with CTA on board. Improve the capacity building. More than 60 staff , ecogardes and Parks Ranger from NSPA trained.	20% of RAPPAM questions improved to date. 28% expected at the end of 2016	20% of RAPPAM questions improved to date. 28% expected at the end of 2016..	30% of RAPPAM questions (45 of 149) improved by at least one increment; At least 60 increment improvements overall;	MU	Not able to measure the indicator as RAPPAM had not been elaborated. Evaluator can't find evidence on how the 2017 RAPPAM level was established.
	Change in funds expended by GoEG on NSPA and biodiversity conservation	\$285,000/year	NA	Expected 560.000 USD\$	There has been considerable cumulated improvement, but the project-end target is not yet achieved. The agency in charge of the national PA system, INDEFOR-AP, has grown in size, capacity and resource allocation,. It now counts with 130 staff including 40 forest and PA guards and is now allocated an increased national budget of \$820,000/yr for operational purposes and \$730,000 for investments and activities. An estimated \$770,000 of these are for PA management – mainly related to legal framework development, central PA system oversight, maintenance of basic PA management in priority sites, and an extension of basic PA management to selected terrestrial sites. However, the agency has struggled to access the budget share for investments and activities.	\$1,333,083/year	MS	INDEFOR-AP has a yearly budget of 504 million FCFA equivalent to USD 845,762 USD for the entire Institution. No data was provided as to the actual budget allocated to the SNAP. It was made clear that this budget covers the entire Institution's expenses and are clearly insufficient to cover SNAP's personnel and conservation activities. The results are mixed. There has been an important increase in national budget allocation to the PA system but clearly not enough and it does not meet the set target. Thus, target not achieved .
	Change in PA area	367,000 ha	NA for 2015 planned for 2016	375.000 ha New marine protected area in Reserva Cientifica Gran Cladera de Luba,more protected area to help Turtles nest	Project-end target exceeded. A new Law on Protected Areas PA was prepared with project support that maintains the 13 PAs proposed by the 2005 EU/CUREF project in 2005, but expands some terrestrial and all marine areas, wherefore 7 of the 13 PAs now have a nearshore marine portion. The 13 PAs today make up a total of 691,670 ha, including 563,843 ha and 127,827 ha of terrestrial and marine area, respectively. These represent 20% of the land area and 0.4% of the marine/EEZ area of EG.	PA Increase by 20,000ha to 387,000 ha	MS	The proposed draft of Protected Areas Law t increases the number of hectares under protection . More specifically, the protected area increases by 106,030 ha (both terrestrial and marine ha). The draft Law was promoted and financed by WCS. The UNDP/GEF Project funded validation workshops. The Law was not enacted during the lifespan of the project and has not yet been enacted, two years after project closure. Thus, Target partially achieved . If the law is to be enacted then the project would have assisted the country to greatly increase its PA area by 22%

PROJECT GOAL: To ensure conservation of globally significant biodiversity and representative ecosystems in EG.								
Project Strategy	Indicator	2009 Reference Level	2015 Level on 2nd PIR	2016 Level on 3rd PIR	2017 Level on 4th PIR	2016 End of Project Target	TE Results Ratings	TE Ratings justification
OUTCOME 1: A Policy framework and Strategy for the management of PAs is developed.	Number of revised policies and laws enacted/adopted	EG National Biodiversity Policy framework is non-functional.		ENPADIB, revised and approved (October 2015) with new management plans and reserves of Biosphere included. Action Plan currently ongoing.	Improvements on many fronts achieved and several project end targets met, but important gaps remain. A new second National Biodiversity Strategy and Action Plan was developed and published in 2015 with support from a UNEP/GEF project. The present project is a key implementing agent for the new NBSAP.	By 2011 a revised National Biodiversity Policy enacted that supports a role for NGOs and community organizations in biodiversity management. By 2012 a new environmental sector law clearly defines complementary roles and responsibilities for MdePyMA, MdeAyB, and INDEFOR. By 2011 an environmental sector coordinating body created, staffed, and budgeted. By 2012 EG's 20-year national development plan revised to be carbon neutral.	MS	Draft Law of Biodiversity elaborated by the Project but still has not been approved.
		Environmental sector laws are unclear and contradictory.		Carbon Neutral plan currently on-going with 4 technicians from Ministry trained in Cordoba University. In October 2016 we will obtain the actualized data. Carbon Act, prepared and waiting for technical approval.	Having said that, an update of the Environmental Law could strengthen and clarify the institutional framework and mandates even further and allow the inclusion of more recent global standards and policy developments, such as from the CBD Strategic Plan 2011-2020, ABS, the SDGs, the importance of marine PAs, sector mainstreaming, SEA, financing, etc. The recent operationalisation (staffing, domestic budget allocation) of the DG for Environment under the new Ministry of Forests & Env't meets one of the project-end targets as it is now the environmental sector coordinating body. A new Law on Wildlife and Hunting and related implementing regulations are under preparation.			Law 7/2003 repealed PAs Law not developing a specific management instrument but rather a chapter of the Law. This is considered insufficient. This caused a serious gap. Project supported the elaboration of the Draft Law of Protected Areas. Still in the process of being approved. The laws are there but the approval process is extremely long and troublesome and there does not seem to be much political will nor interest to approve them.
		No environmental sector coordinating body exists.	The project team reviewed all laws relating to environmental, forestry and protected areas. The project team, has carried out a study and has given the necessary recommendations to address the problem of scattered and contradictory legislation. the document produced by the project team has been elabated at the level of the Council of Ministers for its consideration, in the month of June 2015	Environmental sector coordinated with the creation of a new Ministry of Forest and Environment created. All the roles clearly defined with the new Ministry of Forest and Environment. At last 6 CBD are created and working in new ways of revenues, and fighting against poaching and extractive industries and activities.	The current Environment Law dates back to 7/2003 but was developed by the reference EU/CUREF project that proposed all the institutional changes that were gradually emplaced over the past 10-14 years, realigning ministries/ agencies (a new Ministry of Fisheries and Water Resources was created like also a new Ministry of Forests and Environment with a Directorate General for the Environment), and creating new sub-agencies (a National Institute for Environmental Conservation; while the already-existing National Institute for Forestry Development and PAs INDEFOR-AP was further operationalised). The many complications and mandate issues were thus gradually reduced not by an improved Environmental Law, but by the actual implementation of the existing one, and the present project has contributed to this in a significant manner since its endorsement and inception in 2010. In consequence the institutional framework is today much stronger than in 2002, 2006, or 2010 when the project was launched.			During the beginning of the project, INDEFOR was under the Ministry of Agriculture and Forests while INCOMA set under the Ministry of Fisheries and Environment. Law 7/2003 states INCOMA to be responsible for the SNAP although throughout these long years, management has remained under INDEFOR-AP as INCOMA has been understaffed and with no operation budget until 2018. There has been a constant conflict of authority. At the time the TE mission was conducted, the country has the Ministry of Agriculture, Livestock, Forests and Environment. Now INCOMA and INDEFOR-AP are under the same Ministry and thus have considerably reduced the conflicts. The SNAP operates under INDEFOR-AP. Therefore, the target has been partially met although the laws and strategies have not yet been enacted.
		EG's 20-year national development plan is not carbon neutral			The project did not work or deliver on the last sub-indicator, i.e. the integration of carbon neutrality in the EG's national development plan, but this sub-indicator anyway seems a bit out of place in this project.			The National Development Plan is being developed at this time. The plan includes a chapter on Environment and Biodiversity. Project staff actively participated on the discussion tables. The intention of the Government is to diversify from petrol and gas extraction and refinery. Carbon in PAs was to be an input for financing SNAP. There was also the theme of the Biosphere connecting Pico Basilé and Caldera de Luba with biological corridor to include carbon baseline. Rio Muni's estuary with Mount Alén National park were the other Biosphere Reserve proposed. There is no clarity amongst interviewees as the reason why the carbon assessment was never conducted. A overarching technical committee to design and prepare the Biosphere Reserve to be presented to UNESCO was established although the process was not concluded.

PROJECT GOAL: To ensure conservation of globally significant biodiversity and representative ecosystems in EG.								
Project Strategy	Indicator	2009 Reference Level	2015 Level on 2nd PIR	2016 Level on 3rd PIR	2017 Level on 4th PIR	2016 End of Project Target		TE Ratings justification
OUTCOME 1: A Policy framework and Strategy for the management of PAs is developed.	Change in the amount of FONAMA and FONADEFON financial disbursements	FONAMA and FONADEFON are non-functional	During 2015 the Government of the Republic of Equatorial Guinea was to make a decision referred to in the recommendations drawn up by the management of the project team	Target has not yet been achieved, but with the new Ministry in place is expected to start soon and will most probably be successfully implemented.	The two public funds FONAMA and FONADEFON were proposed in the 2002 Environmental Law. Their operationalisation remains incomplete yet there are some improvements but also new challenges. But it is worth to first clarify the roles of each fund. FONADEFON was intended to finance forest regeneration activities including after commercial forest exploitation; it was hence set up to benefit the work of INDEFON and is nourished by taxes levied on forest exports from private companies. FONAMA in contrast was intended to finance projects on environmental protection including protected areas; it was hence conceived to support work by DGA and INCOMA, which were only now newly created/ operationalised. INCOMA was originally supposed to assume the responsibility for the national PA system; the long delays in operationalising INCOMA however left INDEFON in charge of PAs ie with an expanded mandate. FONAMA was over the last reporting periods allocated budgets from national treasury for the first time. Its budget in 2017 is \$430,000. Actual delivery of these resources has been poor in the past due to barriers on access modalities and eligibility wherefore much was returned to treasury at year end. But in 2017 the funds are being released on a monthly pro rata basis. So there is some slow progress, and INCOMA and DGA in particular expect that budget allocation and delivery from FONAMA will increase further in 2018, but significant further work is required on the two public funds. This new mandate clarifications, as indicated in comments on the Environment Law above, and at some point a proper assessment of financing needs for the PA system and biodiversity management more widely.	By 2012 FONAMA and FONADEFON are dispersing 50% of recurrent and operational costs of NSPA and biodiversity management including grants to Guinean conservation NGOs.	MS	FONAMA is currently in operation and funds activities like participation of the country's environmental staff to the COP. Previously, Equatorial Guinea participation to the COP was funded by the Project (COP 21 in Paris and COP 22 in Marrakech in 2016). 50% of FONAMA's budget have allowed INCOMA to operate during 2017. INCOMA has now its own budget line.
OUTCOME 2: Improved institutional and individual capacities for the management of Pas	Capacity Assessment Scorecard	Policy Formulation Systemic 4/out of 6 Institutional 2/out of 3 Implementation Systemic 5/out of 9 Institutional 8/out of 27 Individual 3/out of 12 Engagement and consensus Systemic 2/out of 6 Institutional 3/out of 6 Individual 2/out of 3 Info and knowledge Systemic 1/out of 3 Institutional 1/out of 3 Individual 2/out of 3 Monitoring Systemic 2/out of 6 Institutional 4/out of 6 Individual 0/out of 3	Since October (incorporation of the CTS) 2014 to date, have been held 6 seminars for training and capacity-building of technicians, Rangers, ecoguardas and volunteers. More than 65 people have improved their capacities for management, guardianship and custody of protected areas. Both of which are target of the project(4) and the rest of protected areas(9) of Equatorial Guinea. Is relevant the Symposium about the future of protected areas from the island of Bioko, held on 11 and 12 June, in which more than 90 people: politicians, municipal, regional officials as well as members of civil society received information on actions to follow the project:	More than 1,800 technicians from Ministry of Fisheries and Environment, Ministry of Agriculture and forest and INDEFON; University and NGOs were trained in Policy implementation, management of protected areas, GIS, Cybertracker, Ecoguards, Ecotourism, Hospitality.	The comprehensive Capacity Assessment Scorecard will be completed again in the context of the Terminal Evaluation in 2018/2019. However, it can already be anticipated that capacity remains an issue in EG, in very specific ways. Individual technical capacity of staff in MoForests&Env and its sub-agencies is in fact quite high on average, at least at the senior level, which is a legacy of several past projects including most notably EU/CUREF. In fact staff working on environment and in the MOFE are considered among the most effective and dedicated public sector staff in EG. What is more relevant are institutional capacity constraints: staffing numbers of MOFE and its sub-agencies are small and they are not well resourced such that competent people are overstretched, some not very competent staff remain in positions where they deliver little i.e. a more meritocratic approach would help, and there are obstacles to effective work such as poor internet and IT, missing international language skills.as well as gaps in conceptual and writing skills. Unfortunately, the present UNDP/GEF project did not contribute in a significant way to capacity development, aside from training provided by experts from the Univ of Sevilla on PA Management, and on-the-job guidance provided by the UNDP/GEF CTA who led the project during 2 years until Dec 2016.	Policy Formulation 5/out of 6 3/out of 3 Implementation 6/out of 9 10/out of 27 5/out of 12 Eng and consensus 3/out of 6 4/out of 6 3/out of 3 Info and knowledge 2/out of 3 2/out of 3 3/out of 3 Monitoring 3/out of 6 5/out of 6 1/out of 3	MU	Policy Formulation 3/out of 6 1/out of 3 Implementation 5/out of 9 10/out of 27 4/out of 12 Engagement and consensus 2/out of 6 3/out of 6 1/out of 3 Info and knowledge 1/out of 3 1/out of 3 1/out of 3 Monitoring 1/out of 6 3/out of 6 0/out of 3 Main Achievements: Workshops conducted to increase awareness of parliamentaries. INCOMA was born thanks to that process. Local NGOs inland and in the island created capacity of local hunters which have now become ecoguards and some have been hired by INEFON-AP. Three technicians trained on carbon baseline estimations. Nevertheless, the indicator target has not been met since the capacity is clearly far from being the necessary to properly manage the SNAP. Most CAS targets have not been met and at some instances, are lower than the baseline.

PROJECT GOAL: To ensure conservation of globally significant biodiversity and representative ecosystems in EG.								
Project Strategy	Indicator	2009 Reference Level	2015 Level on 2nd PIR	2016 Level on 3rd PIR	2017 Level on 4th PIR	2016 End of Project Target	TE Results Ratings	TE Ratings Justification
OUTCOME 2: Improved institutional and individual capacities for the management of Pas	Management Effectiveness of PAS at project sites as measured by the METT Scorecard	Pico Basil NP: 13.5% Caldera de Luba Scientific Reserve: 27.1% Monte Alen NP: 37.5% Rio Muni- Natural Reserve: 16.7% Rio Campo Natural Reserve: 19.8%	METT full SNAP surveys were conducted in March, also the PA-BAT survey in 13 Protected Areas of SPAN. The project team has published and shared outcomes. It was also applied in the National Park of Monte Alen, the VET method. Exercise also involved NGOs that develop their work in Protected Areas and civil society	January 2015: METT reviewed and in June 2015 scorecard PICO BASILE: 20% CALDERA DE LUBA: 25% MONTE ALEN: 42% RIO MUNI: 20% RIO CAMPO: 20% JUNE 2015 PABAT CARRIED	METT's will be conducted again in the context of the Terminal Evaluation in 2018/2019. To advance some observations, the project had a mixed delivery on PA management effectiveness.	Pico Basil NP: 25% Caldera de Luba Scientific Reserve: 40% Monte Alen NP: 50% Rio Muni Nature Reserve: 25% Rio Campo Nature Reserve: 25%	MU	Pico Basile NP: 15% Caldera de Luba SR: 25% Monte Alen NP: 24% Rio Muni NR: NA Rio Campo NR: 31% The evaluator conducted the TE METT analysis together with INDEFOR-AP authorities (Monte Alen and Rio Campo) and Pico Basile with the local Conservationist and Caldera de Luba with BBPP representative. The evaluator did not visit Rio Muni nor was provided with sufficient information to conduct the METT. Worth mentioning that the targets were not met. There's been a slight % increase from the baseline situation for Pico Basile, slight decline for Caldera de Luba; a 13% decline for Monte Alen and 11% increase for Rio Campo.
	Improved financial sustainability for NSPA, as measured by the Financial Sustainability Scorecard.	Legal and regulatory framework 11.5% - 9 out of 78 Business planning 11.5% - 7 out of 61 Tools for revenue generation 3.5% - 2 out of 57 Total 9.2% - 18 out of 196	Datasheets of generating income in each protected area objective project activities have been developed. It has developed an informative manual for the measurement of the carbon and an exercise being done in the National Park of Monte Alen	PABAT carried out and new activities ongoing - no significant data expected until end of August 2016.	There has been considerable cumulated improvement, but the project-end target is not yet achieved. The agency in charge of the national PA system, INDEFOR-AP, has grown in size, capacity and resource allocation. It now counts with 130 staff including 40 forest and PA guards and is now allocated an increased national budget of \$820,000/yr for operational purposes and \$730,000 for investments and activities. An estimated \$770,000 of these are for PA management – mainly related to legal framework development, central PA system oversight, maintenance of basic PA management in priority sites, and an extension of basic PA management to selected terrestrial sites. However, the agency has struggled to access the budget share for investments and activities.	24.4% - 19 out of 78 24.6% - 15 out of 61 10.5% - 6 out of 57 20.4% - 40 out of 196	MS	The target can not be measured as no detailed financial data was provided. Nevertheless throughout the years and by means of different mechanisms, the GOEG has indeed increased its budgetary allocation to the System. As indicated on the objective's indicator "Change in funds expanded by GoEG"; INDEFOR-AP has a yearly budget of 504 million FCFAs equivalent to USD 845,762 USD for the entire institution. No data was provided as to the actual budget allocated to the SNAP. It was made clear that this budget covers the entire institution's expenses and are clearly insufficient to cover SNAP's personnel and conservation activities. For example, conservation activities on the ground are minimal. Guards use to patrol the area twice a week (Monte Alen interviews) but now they have to send the request to INDEFOR-AP central office and sometimes takes months for the resources to reach the ground.
OUTCOME 3: Sustainable PA management approaches demonstrated in 3 pilot sites	Number of new or revised management plans	Monte Alen NP Management Plan dates back to 2009 (ECOFA-IV phase)/ANDEGE 2009) Rio Campo NR Management Plan from 2010 (ANDEGE) Other areas do not have a Management plan	Project Team along with national and international consultants have prepared the following documents: -conceptual design of the national system of areas protected. -strategy for the INSTITUTIONALIZATION of gender approaches and INTERCULTURALITY. MAINSTREAMING APPROACHES TO EQUALITY IN THE FORMULATION OF PLANS, PROGRAMMES AND PROJECTS. Guide for the design and formulation of plans General of management of the Areas protected. Revised and updated the following plans: -Management Plan National Park of Monte Alen- Rio Campo management Plan	Management plan updated for Mone Alen, Rio Campo and Estuario del Muni. Two news management plans for Pico Basile and reserve cientific de Luba.	New detailed management plans are under finalisation for all the five eventually targeted PAs, under the leadership of a group of experts of the University of Sevilla. Please also see the entry under the METT indicator above.	By 2010 updated management plans exist for Monte Alen, Rio Muni-, Caldera de Luba, Pico Basile, and Rio Campo	U	The project hired specialists from the University of Sevilla to develop the Biosphere Reserve proposals for both Monte Alen and connecting corridor to Rio Muni inland and Pico Basile and connecting corridor to Caldera de Luba plus to review and update the technically validated management plans for Monte Alen and Rio Campo as well as the elaboration of a guide to income generating activities and recommendations for the benefit of the populations of the PAs. Also, the consultancy was to review the provisional Management Plans for Pico Basile and Caldera de Luba. The consultants state on their preliminary report that "none of the approved or provisional management plans present at the time of developing the consultancy a mapping with the appropriate zoning to the guidelines and at an appropriate scale for management". The work submitted by the University of Sevilla consultants includes, based on a zoning exercise plus the results of the CAME matrix, a guide of proposed activity per each of the PAs as well as work plan. No final version of the Management Plans were elaborated by the consultants. Although the PIRs indicate that the project updated Monte Alen and Rio Campo Management plans and elaborated new Management Plans for Pico Basile and Gran Calera, no evidence of such plans could be found. INDEFOR-AP indicated that Monte Alen is operating under a "technically" validated Management Plan elaborated by ANDEGE; Rio Campo "technically" approved Man Plan elaborated by ANDEGE as well as Rio Muni in 2010 and Pico Basile and Caldera de Luba do not have a management plan at all. Also, local NGOs interviewed indicated they had never seen the Management Plan elaborated nor the information was shared with them.
	Existence of Ecotourism business plan	No organized, profitable ecotourism exists based on Bioko Island's rare and endangered primates and birds tourism.	in drafting the guiding document for the national strategy for green tourism in Guinea Ecuatorial. In collaboration with the Ministry of tourism and the private sector and civil society agencies	Ecotourism strategic plan ready and waiting for technical approval by the New Ministry of Tourism and new Ministry of Forest and Environment.	The work on tourism is mixed, both in terms of delivery and in terms of potential. On the one hand, local tourism to Ureka village in the Caldera de Luba PA has increased significantly since a road into the PA was constructed. However no ecotourism plan was developed, and the resulting opportunities were not used well enough. Local community benefits are weak, a local product sales shop was built but quickly degraded. Tourism eventually started bypassing the community entirely after a military check point was moved. While the situation with one single access road to Ureka/ Caldera de Luba is highly conducive to the collection of PA fees as well as the controlling of wildlife and forest poachers, the project, government and partners have failed to use this opportunity.	By 2012 a business plan for primate - and bird-focused ecotourism on Bioko should be in place or being developed.	U	The project did not elaborate the Ecotourism Business Plan. Several sources indicate that the idea was to start developing it once the Biosphere Reserves both mainland and in Bioko were ongoing which would help to attract tourism investors. The Biosphere reserves were not presented to UNESCO and consequently, there is no Ecotourism strategic plan. There is though a EG Tourism Directive Plan for 2012-2017 period which takes full account of SNAP potential to attract tourism. nonetheless, as indicated by the RTA, the country does not currently have the infrastructure nor policies or general conditions to attract nature tourists.

PROJECT GOAL: To ensure conservation of globally significant biodiversity and representative ecosystems in EG.								
Project Strategy	Indicator	2009 Reference Level	2015 Level on 2nd PIR	2016 Level on 3rd PIR	2017 Level on 4th PIR	2016 End of Project Target	TE Results Ratings	TE Ratings justification
OUTCOME 3: Sustainable PA management approaches demonstrated in 3 pilot sites	Percentage of crop damage is mitigated.	Crop damage from wild animals is unmanaged and unmitigated.	No progress	Sensitisation Campaign was launched in October 2015 and again in February 2016 in Order to Monitor damages produced in Monte Alen by elephants and Gorillas and in Rio Campo by elephants and Gorillas. Report produced in 2nd semester of 2016 with more activities forecasted.	Not achieved. The issue of human-wildlife conflict affects primarily communities around PAs on GE's mainland, especially Mt Allen and Rio Campo NPs. Incidents are caused especially by (forest) elephants, gorillas and chimpanzees. However these PAs received far less attention by the project to date. Incidents of conflict have been reported and seem to be frequent, and there are reports of retaliation killings of elephants at least.	By 2012 a quantitative survey of credible wild crop damage is developed and ready to use, and a plan for appropriate mitigation techniques prepared and submitted to the GoEG.	U	Target not achieved. The evaluator has not been provided evidence of material produced for the 2015 sensitization campaign and could observe at Monte Alen's surrounding villages in the buffer zone sale of dead monkey's as bush meat. Although it is forbidden to kill wild protected animals this practice is very usual practice with local inhabitants and PA ecoguards don't have the numbers nor resources to try and revert the situation. Also, ecoguards can't truly enforce it since they are not allowed to detain or decommission the animals.
	Gazetting of the Bioko Forest Corridor.	The critical ecological transect between the Caldera de Luba and Pico Basil, and the wildlife migrating between the two, are unprotected, unmanaged, and vulnerable to forest conversion.	Processing document to create the reserve of the biosphere of island of Bioko, which contemplates the creation of the Corredor. On paper on legislative recommendations included: - Marine Areas - BiokoCorredor of Monte alen-estuary of Muni broker	Already included in the management plans and in ENPADIB, the act has been signed by the President, including the gazetting of the reserve within the Biosphere Proposal.	Not achieved and a critical failure by the project. The project with INDEFOR/ DGA/ INCOMA and their local partners did not pursue this outcome and, worse, failed to anticipate and/or stop the designation in 2017 of an urban development zone precisely in the area that was for years identified as the forest corridor linking the two PAs on Bioko. This opportunity seems lost now, unless interested national and international parties are mobilised and intervene to still halt this development. Allegedly construction has already started.	By 2012 the Bioko Forest Corridor should be fully gazetted.	MU	The idea of creating the Biosphere Reserve included the corridor. The Project together with GOEG successfully created and had a constitutional meeting of the Bioko Biosphere Reserve Management Committee. The University of Sevilla consultancy produced a technical document with the proposed Biosphere Reserves of Bioko and the Continental Region (Monte Alen National Park and Estuario Rio Muni Nature Reserve) including the zoning and functions that the Reserve provide as well as process description to obtain the declaration. The sudden discontinuity of the CTA's contract stopped this initiative. The GOEG did not push it forward and now there is uncertainty as to where is the proposal.
	Existence of MdePyMA field management unit for the Bioko Forest Corridor	No management authority has an effective presence on Bioko Island.	In progress	Wardens, Rangers and Eco guards have been trained to help in the management of the Bioko Forest Corridor. New Minister of Forest and environment in order to attend this issue, only one authority on duty.	While there are separate management units and associations for both Caldera de Luba PA and Pico basile PA, the Bioko Forest Corridor was never designated and hence also no field management unit was established for this area	By 2012 MdePyMA has established a 5-person field management unit assigned to the Bioko Forest Corridor.	MU	As indicated on the 2017 PIR, the Bioko Forest Corridor was not constituted during the life of the project nor it seems a priority for the GOEG. Nonetheless, INDEFOR-AP has now an office in Malabo (november 2019) housing one GEF project as well as office place for Ecoguinea and meeting place for Pico Basile ecoguards.
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 shortcomings						
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						

5.9 UNDP Capacity Assessment Scorecard for EG NSPA13

Strategic Areas of Support	Total Possible Score (TPS)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	3	1	-
2. Capacity to implement policies, legislation, strategies and programmes	5	10	4
3. Capacity to engage and build consensus among all stakeholders	2	3	1
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	1	1	1
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	1	3	0
Total	12	18	6
Strategic Areas of Support	Baseline Scores		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	4	2	-
2. Capacity to implement policies, legislation, strategies and programmes	5	8	3
3. Capacity to engage and build consensus among all stakeholders	2	3	2
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	1	1	2
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	2	4	0
Total	14	18	7

¹³ The Capacity Assessment Scorecard was filled by the consultant.

Strategic Areas of Support	Baseline score as % of TPS (Average)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	133%	200%	NA
2. Capacity to implement policies, legislation, strategies and programmes	100%	80%	75%
3. Capacity to engage and build consensus among all stakeholders	100%	100%	200%
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	100%	100%	200%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	200%	133%	0
Total			

Strategic Areas of Support	Target score as % of TPS (Average)		
	Systemic	Institutional	Individual
1. Capacity to conceptualize and formulate policies, legislations, strategies and programme	50%	33.33%	0%
2. Capacity to implement policies, legislation, strategies and programmes	55.55%	37%	33.33%
3. Capacity to engage and build consensus among all stakeholders	33.33%	50%	33.33%
4. Capacity to mobilize information and knowledge: Technical skills related specifically to the requirements of the SPs and associated Conventions	33.33%	33.33%	33.33%
5. Capacity to monitor, evaluate and report and learn at the sector and project levels	16.66%	50%	0%
Total	37.77%	40.73%	20%

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	The protected area agenda is being effectively championed / driven forward	There is essentially no protected area agenda	There are some persons or institutions actively pursuing a protected area agenda but they have little effect or influence	There are a number of protected area champions that drive the protected area agenda, but more is needed	There are an adequate number of "champions" and "leaders" effectively driving forwards a protected area agenda
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Systemic	There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas	There is a partial legal framework for protected areas but it has many inadequacies	There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps	There is a strong and clear legal mandate for the establishment and management of protected areas

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	Institutional	There is an institution responsible for protected areas able to strategize and plan	Protected area institutions have no plans or strategies	Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion	Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation	Protected area institutions have relevant, participatorially prepared, regularly updated strategies and plans
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are adequate skills for protected area planning and management	There is a general lack of planning and management skills	Some skills exist but in largely insufficient quantities to guarantee effective planning and management	Necessary skills for effective protected area management and planning do exist but are stretched and not easily available	Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems	Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness	Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size	The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale
2. Capacity to implement policies, legislation, strategies and programmes	Systemic	There is a fully transparent oversight authority for the protected areas institutions	There is no oversight at all of protected area institutions	There is some oversight, but only indirectly and in an untransparent manner	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized)	There is a fully transparent oversight authority for the protected areas institutions

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively led	Protected area institutions have a total lack of leadership	Protected area institutions exist but leadership is weak and provides little guidance	Some protected area institutions have reasonably strong leadership but there is still need for improvement	Protected area institutions are effectively led
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas have regularly updated, participatorially prepared, comprehensive management plans	Protected areas have no management plans	Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared	Most Protected Areas have management plans though some are old, not participatorially prepared or are less than comprehensive	Every protected area has a regularly updated, participatorially prepared, comprehensive management plan
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated	Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated	HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified.	Human resources are well qualified and motivated

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans	Management plans are poorly implemented and their objectives are rarely met	Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met	Management plans are implemented in a timely manner effectively achieving their objectives
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	Protected area institutions typically are severely underfunded and have no capacity to mobilize sufficient resources	Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate	Protected area institutions have reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate	Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	While the protected area institution exists it has no management	Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal	The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way	The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected area institutions are highly transparent, fully audited, and publicly accountable	Protected area institutions totally un-transparent, not being held accountable and not audited	Protected area institutions are not transparent but are occasionally audited without being held publicly accountable	Protected area institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent	The Protected area institutions are highly transparent, fully audited, and publicly accountable

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	There are legally designated protected area institutions with the authority to carry out their mandate	There is no lead institution or agency with a clear mandate or responsibility for protected areas	There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements	There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps	Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out
2. Capacity to implement policies, legislation, strategies and programmes	Institutional	Protected areas are effectively protected	No enforcement of regulations is taking place	Some enforcement of regulations but largely ineffective and external threats remain active	Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated	Protected Area regulations are highly effectively enforced and all external threats are negated

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided	Career tracks are weak and training possibilities are few and not managed transparently	Clear career tracks developed and training available; HR management however has inadequate performance measurement system	Individuals are able to advance and develop professionally
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements	Individuals have some or poor skills for their jobs	Individuals are reasonably skilled but could further improve for optimum match with job requirement	Individuals are appropriately skilled for their jobs
2. Capacity to implement policies, legislation, strategies and programmes	Individual	Individuals are highly motivated	No motivation at all	Motivation uneven, some are but most are not	Many individuals are motivated but not all	Individuals are highly motivated
2. Capacity to implement policies, legislation, strategies and programmes	Individual	There are appropriate systems of training, mentoring, and learning in place to maintain a	No mechanisms exist	Some mechanisms exist but unable to develop enough and unable to provide the full	Mechanisms generally exist to develop skilled professionals, but either not enough of them	There are mechanisms for developing adequate numbers of the full range of highly skilled

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
		continuous flow of new staff		range of skills needed	or unable to cover the full range of skills required	protected area professionals
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the political commitment they require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas	Some political will exists, but is not strong enough to make a difference	Reasonable political will exists, but is not always strong enough to fully support protected areas	There are very high levels of political will to support protected areas
3. Capacity to engage and build consensus among all stakeholders	Systemic	Protected areas have the public support they require	The public has little interest in protected areas and there is no significant lobby for protected areas	There is limited support for protected areas	There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them	There is tremendous public support in the country for protected areas
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions are mission oriented	Institutional mission not defined	Institutional mission poorly defined and generally not known and	Institutional mission well defined and internalized but	Institutional missions are fully internalized and embraced

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
				internalized at all levels	not fully embraced	
3. Capacity to engage and build consensus among all stakeholders	Institutional	Protected area institutions can establish the partnerships needed to achieve their objectives	Protected area institutions operate in isolation	Some partnerships in place but significant gaps and existing partnerships achieve little	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives	Protected area institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner
3. Capacity to engage and build consensus among all stakeholders	Individual	Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude	Some individuals have notion of appropriate attitudes and display integrity, but most don't	Many individuals carry appropriate values and integrity, but not all	Individuals carry appropriate values, integrity and attitudes

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
4. Capacity to mobilize information and knowledge	Systemic	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking	Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access	Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability	Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system
4. Capacity to mobilize information and knowledge	Institutional	Protected area institutions have the information needed to do their work	Information is virtually lacking	Some information exists, but is of poor quality and of limited usefulness and difficult to access	Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity	Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available
4. Capacity to mobilize information and knowledge	Individual	Individuals working with protected areas work effectively together as a team	Individuals work in isolation and don't interact	Individuals interact in limited way and sometimes in teams but this is	Individuals interact regularly and form teams, but this is not always fully	Individuals interact effectively and form functional teams

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
				rarely effective and functional	effective or functional	
5. Capacity to monitor, evaluate, report and learn	Systemic	Protected area policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly	Policy is only reviewed at irregular intervals	Policy is reviewed regularly but not annually	National protected areas policy is reviewed annually
5. Capacity to monitor, evaluate, report and learn	Systemic	Society monitors the state of protected areas	There is no dialogue at all	There is some dialogue going on, but not in the wider public and restricted to specialized circles	There is a reasonably open public dialogue going on but certain issues remain taboo.	There is an open and transparent public dialogue about the state of the protected areas
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions are highly adaptive, responding effectively and immediately to change	Institutions resist change	Institutions do change but only very slowly	Institutions tend to adapt in response to change but not always very effectively or with some delay	Institutions are highly adaptive, responding effectively and immediately to change

Strategic Area of Support	Capacity Level	Outcome	Outcome Indicators (Scorecard)			
			Worst State (Score 0)	Marginal State (Score 1)	Satisfactory State (Score 2)	Best State (Score 3)
5. Capacity to monitor, evaluate, report and learn	Institutional	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be	Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning
5. Capacity to monitor, evaluate, report and learn	Individual	Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback	Performance is irregularly and poorly measured and there is little use of feedback	There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be	Performance is effectively measured and adaptive feedback utilized

