

TERMS OF REFERENCE N° 2018.0712.00061-9

Ref: RedLAC – CAFÉ Knowledge for Action Project – Project K – Specialist consultant to develop a M&E strategy for the funds of RedLAC and CAFÉ

Deadline for applications: July 30th, 2018

Rio de Janeiro, July 20th, 2018

1. Context

International agreements on biodiversity conservation and climate change have common targets, but monitoring and evaluating the projects and their respective impact in global scale of environment is still a complex challenge faced by the Environmental Funds (EF). The success of an EF is determined by its capacity of attracting financial resources and using these resources to generate positive impact on biodiversity conservation. To be successful and, therefore, to attract political, financial and partnering support, a Fund must demonstrate evidence of its results. And there is a challenge on that, because different donors impose different M&E requirements that EFs have to comply with, creating M&E subsystems that are not integrated and don't allow data aggregation. Monitoring and reporting results is key to build and maintain credibility.

To improve their performances, 40 EFs have joined forces in two networks: RedLAC (a network of EFs from Latin America and the Caribbean) founded in 1999, and the more recently created CAFÉ (the Consortium of African Funds for the Environment), in 2011. The objective of the two networks is to strengthen EFs operations, by helping them to achieve excellence in their operations and practices, promoting innovative financing mechanisms and impact monitoring. Like other networks, they focus on capacity building, exchanging lessons learned, information sharing, knowledge development and innovation. The two networks and their members have matured to different extents but their synergies and exchanges are rewarding.

Today the key challenges faced by EFs are: 1) Innovate and improve performances, 2) strengthen institutional integration, 3) focus on quality and effectively introduce best practices through collaboration and partnership and 4) continue to exchange information among EFs and strengthen capacities while promoting synergies between biodiversity conservation financing and climate change mitigation and adaptation.

The "Knowledge for Action project – Project K" grew from the lessons learned after the final evaluation of the previous project, "RedLAC Capacity Building for EFs", which was implemented with success by Funbio (the Brazilian Biodiversity Fund) on behalf of RedLAC, from 2010 to 2014, in close collaboration with the RedLAC Secretariat. This previous project revolved around the same principles for stimulating innovation, exchanging experiences and learning by means of participative workshops involving the EFs belonging to both RedLAC and CAFÉ.

Project K aims at enlarging the EFs' portfolios of innovative financial mechanisms that take up the challenges of biodiversity conservation and climate change. In addition, it aims at strengthening

capacities by providing support for EFs to adopt standards of excellence. The project was designed to provide the 40 RedLAC and CAFÉ EFs with an opportunity to exchange and learn from the experience of other EFs and to document and disseminate their solutions. The project initiated in 2015 for a period of 3 years and comprises four components, with the following objectives:

- **Component 1: Innovation Seed Fund to support new EF financing mechanisms** - The fund is specially designed to support new ways of increasing and diversifying conservation programme finance streams (park bonds, PES, REDD+, taxes, etc.). The Seed Fund will finance at least ten pre-viability studies of innovative financing mechanisms and five of them will be selected for implementation.
- **Component 2: Capacity-building, peer-to-peer mentoring and exchange knowledge mechanism** - an interactive peer-to-peer learning programme for EFs will be developed based on their individual needs, best practices and volunteering mentor-EFs identified by means of a survey based on CFA Standards of Practice (CFA categories and standards). The mechanism is to be secured thanks to a monitoring system and terms of reference. Tools will then be shared and used across the networks. The workgroup on the impacts of EFs on biodiversity will be continued. Thematic training workshops will be included in the overall capacity building strategy in conjunction with e-learning activities.
- **Component 3: Communication and databases** - strengthening the networks and transfer of best practices: A simple database will allow development of the following: "EF Solutions from A to Z and e-learning" database, "Experts" database for network expertise and "EF Typology / Activity & Project Indicators" database to document project monitoring indicators and the effects of component 4 on the Baseline situation. The idea is to produce a full compilation of EF experiences in a format that can be widely reproduced, disseminated and communicated over the web.
- **Component 4: Institutional capacity-building for the RedLAC and CAFÉ networks and their enhanced sustainability** - at least 10 EFs from each network (RedLAC and CAFÉ) will receive financial support so that they can attend the General Assemblies of the other network and exchange knowledge. Questionnaires filled in by the EFs during years 1 and 3 will lead to the establishment of a reference situation describing the activities of the networks and their evolution (activities, volumes of financing per activity...). Qualitative and quantitative performance indicators will also be used to monitor the evolution and impacts of the project. The CAFÉ network will receive operational support and both networks will draw up new long-term strategies including their strategic plans. Two innovative financial mechanisms promoted by EFs will be tested in order to secure sustainable financing for recurrent network activities over the short and the long term.

In the previous RedLAC Capacity Building Project (2010-2014), a working group on impact and monitoring of biodiversity was formed and has worked for two years discussing how EFs can monitor conservation status in terrestrial Protected Areas (PA). This working group decided to discuss this very specific focus because of its complexity, aiming to answer how EFs, as financial intermediators, can ensure that conservation results have been achieved as a consequence of their investments. A

methodology was discussed and developed to combine different methods of monitoring available and tested by institutions in the field, who represent EFs' grantees. This methodology for EFs combines satellite imagery, species monitoring and threats reduction to determine the conservation status of a PA. Within the current Project K capacity building strategy, there is a continued support for the discussion around M&E, including the African Funds in this new phase, and the aim of this consultancy is to use similar methodologies (i.e. working with a diverse working group with representatives of both networks) to explore this topic further.

Project K is supported by the French Fund for the Global Environment (FFEM), Mava Foundation and the Global Environment Facility (GEF), through the United Nations Environment Programme (UNEP). The Brazilian Biodiversity Fund (Funbio) manages the project on behalf of RedLAC and CAFÉ.

2. Objectives of the Consultancy

This consultancy aims at developing a Monitoring and Evaluation Strategic Plan focused on biodiversity impact of the environmental funds – institutional level. The Institutional level is the highest level, when the EF is able to connect its programmes' M&E to a higher-level strategy. A good practice to enable the EF to evaluate its institutional impact, is to align its programmes to the national and international plans and commitments (for example the Aichi Targets, NDCs or SDGs), in a way it is possible to assess its contribution to these targets. The impact evaluation level will show how the EF's results, contribute to the broader context and observe the occurrence of the intended changes, usually at objectives and results level - verifying the effectiveness of the funds

The objective of this plan is to offer the EFs tools and models to measure impact on biodiversity, considering performance monitoring, that can be applicable in different funds considering the main goals/metrics of the global agenda for biodiversity conservation. Regarding impact monitoring, there are observed the occurrence of the intended changes, usually at objectives and results level, aiming at the effectiveness of the project/program/institution. In performance monitoring, there are observed primarily activities and products, establishing the comparison between planned and executed, which means the efficacy of the project/program/institution.

To accomplish this target, a Monitoring & Evaluation Working Group was established integrating members from both networks – RedLAC and CAFÉ to give the necessary guidance to the consultant that will be hired through this ToR. The consultant shall encourage the EFs, members of the working group, and the networks (RedLAC and CAFÉ) to share their different methodologies and expectations for the M&E of conservation impact.

3. Activities:

The consultant will have the responsibility to work in collaboration with the RedLAC-CAFÉ Monitoring & Evaluation (M&E) Working Group in order to accomplish all the technical activities pointed out below. This group is the one responsible for validating the results and products made by this consultancy with support of Project K coordination. The interaction will be done by e-mails and direct interviews, via conference calls, with the members of the group. The proper introduction and contacts will be provided by the Project K team.

Online periodic meetings with the M&E working group (managing the inputs, validations and next steps) is a requirement of this consultancy. Every meeting shall be registered by the consultant and the main results shared with the group. Project K’s team will support the consultant with information and materials already received from the funds or developed on the present and past projects, but the consultant is fully responsible to request for additional materials, source studies and secondary data available.

All documents/products must be delivered by e-mail to Project K’s manager in an open format (Word, Excel and PowerPoint). All integrating excel files should be delivered with a step-by-step guidance and its logic when necessary.

The following products and activities are included in this consultancy:

<p>Product 1: Detailed work plan</p>	<ul style="list-style-type: none"> • A detailed work plan has to be developed considering the objectives from the previous section, the set of products and the deadline limitation for completion of the service. A virtual meeting with Project K manager can be held in order to better clarify the scope of the service. • In this methodology shall be included a presentation for conduct the meeting with the working group at CAFÉ Assembly.
<p>Product 2: Diagnostic – Expected impact on biodiversity and in-use tools</p>	<ul style="list-style-type: none"> • Systematize the main goals, with focus on the expected impact, of international protocols, strategies and policies about biodiversity conservation, including climate policies, protected areas, among other indicators (IUCN, Red list, CDB, RAPPAM, Paris Agreement among others) • Systematize the main indicators adopted by the main EF funders – the main EF funders list shall be delivered by the working group, but expanded by the consultant, if necessary • Analyze the existing M&E systems, tools and indicators in use (or used in the past) by the funds members of RedLAC and CAFÉ - learning from successful and unsuccessful experiences – this database shall be delivered by the working group • Verify the attendance of these M&E systems from EFs, to the protocols and policies, identifying the synchrony between the conservation impact aspects expected by the international protocols and policies and the ones evaluated by the fund

	<ul style="list-style-type: none"> • Consult secondary sources like the academic literature of the theme and published experiences of other environmental funds <p>In order to develop the listed products, it will be necessary to analyze all the essential information shared by the EFs members of the working group and other collaborators from RedLAC and CAFÉ and considering current and past strategic partners of both networks.</p> <p>Part of the documents for consulting (results from the M&E working group in RedLAC Capacity Building Project; Network study within Project K; reports from the Workshop in Mauritania: Programme M&E Processes in EFs, among others) will be available for the consultant; however they shall be complemented by the research developed by the consultant.</p>
<p>Product 3: Development of an M&E strategic plan for the environmental funds focused on biodiversity impact</p>	<ul style="list-style-type: none"> • Design a strategy for the implementation and management of the M&E/impact tools aiming at attending the global agenda for biodiversity conservation and funders goals <ul style="list-style-type: none"> • Include an indicator building guide focused on impact indicators of the EFs on biodiversity • Establish a link between the program/project impact indicators and institutional indicators • Develop indicators that reflect or evaluate the cost-benefit ratio, costs being the investments of the projects / programs (including the costs of management) and the benefits being the impacts generated. • Develop distinct indicators to evaluate the cost-benefit ratio for direct project implementation and disbursement projects, and how to evaluate/measure the impacts of direct project implementation. • Identify applicable and replicable strategies (low-cost and easy implementation) of M&E tools, especially focused on impact on biodiversity conservation. • At least part of these tools and methodologies for measurement of impact on biodiversity shall be independent of external support (should be possible to direct application/measurement by EFs) • Develop a plan and guidelines for implementation of M&E tools for the EF considering the following aspects: <ol style="list-style-type: none"> a. The lack of the importance given to this part of the grant cycle in terms of dedicated resources, comparing to the fundraising and grant making functions

	<ul style="list-style-type: none"> b. Different donors impose different M&E requirements that EFs have to comply with, creating M&E subsystems that are not integrated and don't allow data aggregation c. The complexity of the methodologies to measure and demonstrate progress towards biodiversity conservation combined with lack of capacity of most grantees to use them d. The lack of relation between the Fund's strategic plan and the country's and international commitments and between the Fund's strategic plan and its grant making program e. The limits of the measurement of impact, taking into account the influence of others stakeholders and aspects that also works on the indicator monitored f. The EFs have different levels of institutional maturity and because of that, it may be necessary to suggest different M&E tools and perspectives accorded to this maturity level g. Despite the differences in maturity, it is important to identify areas where synergies across EFs could be strengthen or expanded <ul style="list-style-type: none"> • Based on the diagnostic and the strategy, elaborate a document containing recommendations to update RedLAC's M&E protocol based on the experience of funds from both networks. <p>The first version of this product (3.1.) shall be delivered before RedLAC Assembly containing a PPT presentation to present there. The final version (3.2) shall be delivered two weeks after the Assembly containing a report with the feedback of the public there.</p> <p>In order to develop the listed products, it will be necessary working with the EFs to make a priority scale of crucial activities (current and potential) for a long-term planning (different stages/phases) from RedLAC and CAFÉ</p>
<p>Product 4: Applications of the M&E plans in two pilots – measurement of impact on biodiversity</p>	<p>Choose two funds (one from RedLAC and another from CAFÉ), according to the working group priority, and preview a biodiversity impact measurement plan based on the strategic plan developed. This plan shall be replicable and attend to the international protocols and policies. The biodiversity impact measurement plan will not be executed, but designed.</p>

	<p>This application shall demonstrate how the EFs could measure their biodiversity conservation impact based on the M&E strategic plan (design the plan based on the model). The idea is to input two funds or programs in the M&E plan developed by the consultant – so that we can check the ease of implementing (adopting its template). The choice of EFs for the pilots will be chosen by the members of the working group.</p>
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The consultant shall present the results from each product virtually or in-person in a specific event of the M&E Working Group which will be organized according to the progress made by the consultant and the group. For that, the consultant will need to elaborate a presentation (ppt file or similar format) with the most relevant points of this work, which will count on with Project K team’s review.

The presence of the consultant will be required in in-person meetings between the funds members of the Working Group at the Assemblies from each Network as part of this work. The groups may also require more two other meetings (one by network) that will be scheduled in common agreement between the consultant, the group and Project K coordination.

In both cases, travel costs will be covered by Project K.

Events	Date
CAFÉ8 Botswana	September (3-7)
RedLAC20 Bolívia	October (27)- November (01)

4. Expected Products and timeline

As results of the above described activities, the following products should be delivered following the dates indicated:

Products		Delivery Week
Product 1	Detailed work plan	Week 1
Product 2	Diagnostic – Expected impact on biodiversity and in-use tools	Week 4
Product 3.1 (first version)	Development of an M&E strategic plan for the environmental funds focused on biodiversity impact (first version)	Week 7
Product 3.2 (final version)	Development of an M&E strategic plan for the environmental funds focused on biodiversity impact (final version)	Week 9
Product 4	Applications of the M&E plan in two pilots - measurement of impact on biodiversity	Week 12

5. Coordination and required profile

This consultancy is to be carried out by one consultant with a balanced knowledge and experience regarding the development M&E plan and tools for EFs (or environmental organizations, biodiversity conservation initiatives) focused on impact on biodiversity, so that all requirements below can be fulfilled:

- Practical experience on the development and use of monitoring and evaluation tools for biodiversity conservation (especially impact measurement);
- Practical experience with M&E plan development;
- Practical experience in M&E on institutional level;
- Proven work experience in Latin America & the Caribbean and/or Africa with multicultural exchanges across varied networks (with a focus on EFs, biodiversity conservation, among other related fields);
- Proven communication skills, especially with facilitation, moderation and organization;
- Academic background related to the field – M&E (post graduate degree or other specialization courses may be an advantage)
- Mandatory fluency in English and Spanish (spoken and written). Knowledge of French will be an advantage.
- Availability to travel to take part in meetings (great possibility of international meetings) and present results accomplished.

The specialist will be hired by Funbio, on behalf of RedLAC and CAFÉ, and will rely on the Project K team in Funbio to coordinate all activities of this TOR.

6. Payment Conditions

Payments will be made according to the following schedule, always after product approval:

Product 1	5%
Product 2	20%
Product 3.1.	20%
Product 3.2.	25%
Product 4	30%

7. Application process

Consultants interested in this call are asked to send the resume (CV) and a cover letter showing previous similar professional experiences related to the activities, products and required competences. The cover letter should have a maximum of 2 pages. All resumes shall be sent to jose.mauro@funbio.org.br by July 30th, 2018. The selected consultant will be asked to send a technical and financial proposal 3 days after the formal approval of the curriculum (as part of the selection process).

Travel costs will be covered by Funbio separately from this proposal. The consultant is responsible for necessary visas to be able to take part in the meetings. Funbio will provide any letters of support where needed.

Annex 1 – List of RedLAC and CAFÉ members

CAFÉ Members	Countries
1. Fondation des Savanes Ouest Africaines	Bénin
2. Botswana Forest Conservation Fund	Botswana
3. Fondation pour l'Environnement et le Développement au Cameroun (FEDEC)	Cameroon
4. Fondation Tri National de la Sangha	Cameroon
5. BioGuinee	Guinee Bissau
6. Foundation for National Parks and Reserves of Côte d'Ivoire	Ivory Cost
7. Fondation pour les Aires Protégées et la Biodiversité de Madagascar – Madagascar Biodiversity Fund	Madagascar
8. Tany Meva Environmental Foundation	Madagascar
9. Malawi Environmental Endowment Trust	Malawi
10. Mulanje Mountain Conservation Trust	Malawi
11. Banc d'Arguin, and Coastal and Marine Biodiversity Trust Fund Limited	Mauritania
12. Fundação para a Conservação da Biodiversidade (BIOFUND)	Mozambique
13. Eastern Arc Mountains Conservation Endowment Fund	Tanzania
14. Tanzania Forest Fund	Tanzania
15. Bwindi Mgahinga Conservation Trust	Uganda
16. Uganda Biodiversity Fund	Uganda

RedLAC Members	Countries
1. PACT Belize	Belize
2. Fundación para el Desarrollo del Sistema Nacional de Áreas Protegidas - FUNDESNAP	Bolivia
3. Fundo Amazonia	Brazil
4. Fundo para a Biodiversidade - FUNBIO	Brazil
5. Fondo para la Acción Ambiental y la Niñez	Colombia
6. Fondo Patrimonio Natural	Colombia
7. Asociación Costa Rica por Siempre	Costa Rica
8. Fondo Nacional de Financiamiento Forestal - FONAFIFO	Costa Rica
9. Fundación Sur Futuro	Dominican Republic
10. Fondo Ambiental Nacional - FAN	Ecuador
11. Fondo de la Iniciativa de las Américas - FIAES	El Salvador
12. Fondo para el Manejo de Areas Protegidas y Vida Silvestre - FAPVS	Honduras

13. Environmental Foundation of Jamaica	Jamaica
14. Fondo Mexicano para la Conservaci3n de la Naturalez - FMCN	M�xico
15. Fundaci3n Natura para la Conservaci3n de los Recursos Naturales	Panama
16. Fondo de Conservaci3n de Bosques Tropicales de Paraguay	Paraguay
17. Fondo de las Am�ricas - FONDAM	Peru
18. Fondo de Promoci3n de las �reas Naturales Protegidas del Per� - PROFONANPE	Peru
19. Fondo para el Sistema Arrecifal Mesoamericano - MARFUND	Regional
20. Caribbean Biodiversity Fund	Regional, Caribbean
21. Suriname Conservation Foundation	Surinam