



Republic of Korea:

**ROK/03/G31- Conservation of
Globally Significant Wetlands**

**Terminal Evaluation Report For
UNDP Korea**



Seoul, 31 October 2009

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This Terminal Evaluation was carried out by **Mr. Peter-John Meynell** (International Team Leader) and **Dr. Soonmo An** (National consultant)

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PROJECT IDENTIFICATION

Title : Conservation of globally significant wetlands in the Republic of Korea

Project Number : ROK/03/G31

Country: Republic of Korea

Executing Agency : Ministry of Environment

Implementing Agency : United Nations Development Programme (UNDP)

Duration : Five (5) years, starting September 2004

Expected End : December 2009

Project Sites : PMU in Seoul and 3 project sites in Lower Nakdong River Basin, Lower Geum River Basin, Lower Han-Imjin Rivers

Project Costs : TOTAL USD 6,487,555

UNDP/GEF : USD 2,123,905

Government : USD 4,363,650



List of abbreviations

APR	Annual Project Report
CEPA	Communications, Education and Public Awareness
COP	Conference of the Parties (Ramsar Convention)
CAN	Capacity Needs Assessment
CTA	Chief Technical Adviser
DMZ	De-Militarised Zone
EIA	Environment Impact Assessment
FA	Financial Assistant
GEF	Global Environment Facility
GIS	Geographic Information System
GO	Governmental Organisation
KFEM	Korean Federation for Environmental Movement
M&E	Monitoring and Evaluation
MOE	Ministry of Environment
MIFAFF	Ministry of Food, Agriculture, Forestry and Fisheries
MAF	Ministry of Agriculture and Forests
MLTMA	Ministry of Land, Transport and Maritime Affairs
MMAF	Ministry of Maritime Affairs and Fisheries
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organisation
NIER	National Institute of Environmental Research
NPC	National Project Coordinator
NPD/VNPD	National Project Director, Vice National Project Director
NWC/NWRC	National Wetlands Committee, National Wetlands Review Committee
NWC	National Wetlands Centre
PA	Project Assistant
PATO	Public Awareness and Training Officer
PDF B	Project Development Fund – Stage B
PIR	Project Implementation Report
PMU	Project Management Unit
PSC	Project Steering Committee
ROK	Republic of Korea
SMU	Site Management Unit
SPSC	Site project Steering Committee
STAP	Scientific and Technical Appraisal Panel
TE	Terminal Evaluation
ToR	Terms of Reference
UNDP	United Nations Development Programme

Executive Summary

The UNDP/GEF Korea Wetlands Project(KWP) will last from August 2004 to December 2009. A Mid-Term Evaluation(MTE) was carried out in August 2008, and the same consultants that undertook the MTE were engaged to carry out a Terminal Evaluation(TE), largely because of the short time between the two evaluation missions.

The Terminal Evaluation mission was carried out between 18 – 24 October 2009, and was restricted to discussions in Seoul with all project staff from the Project Management Unit (PMU) and the three Site Management Units (SMUs), the National Project Director (NPD) and Vice National Project Director (VNPd) from Ministry of Environment(MOE) and UNDP. A participatory stakeholder meeting was held with key stakeholders from each of the areas. A self assessment process used the format established during the MTE, and this was discussed in a joint staff meeting. Other preparatory work included assessment of the work requested under the MTE and preparation of financial information. Based upon this information, assessments have been made of relevance, effectiveness, efficiency and sustainability of the project outputs and outcomes.

Over the past year, the KWP has made significant achievements, both in addressing the tasks recommended by the MTE, and in completing the bulk of the work outlined in the project document. There has been a substantial increase in awareness about wetlands both in the general public and in government officials at both national and local levels. Whilst much of this increased awareness has been caused by holding the Ramsar COP10 in Korea in October 2008, the KWP contributed to the success of the COP10 through its organizational and CEPA activities. They were able to take advantage of the opportunity offered by the COP10.

Other achievements include:

- Wetland areas under protection have increased, as have areas in SMUs with incentives
- Wetland Conservation Act in place and being amended
- Wetland Conservation Review Committee in place and meeting annually
- Wetland inventory and database almost complete with 2000 wetlands
- National wetland conservation plan prepared, and one provincial plan, and several site management plans
- Excellent achievements in CEPA activities, public awareness raising, training and educational activities
- National networks supported, some provincial and site wetland networks established
- NGO groups and local resident groups have collaborated in many local activities and incentive schemes for involvement of local residents have been developed

One of the key comments made by stakeholders was that the project has helped to clarify the understanding of wetland stakeholders in Korea – who the stakeholders are, what their role is, and how to engage them. Other indicators of success were the stakeholder

request for GEF to continue the project, and the regret expressed by Cheorwon stakeholders that they had rejected the SMU proposed for their area.

Although it is not possible for UNDP/GEF to continue this project, the Government has made a decision to establish a National Wetlands Centre, expected to be in place by 2011, and is making plans for a transition phase taking on some of the project staff to continue the work. The details of this NWC are yet to be announced, although there is a concern about the continuation of the more local networking and public awareness activities in which the SMUs had been so successful.

Overall, the Terminal Evaluation team members were impressed by the progress and achievements that had been made, despite the problem of continued staff changes. Recommendations are made for activities before the project comes to an end, including administrative and human resource arrangements, for activities to be continued in the SMU areas, and specific recommendations for the National Wetland Centre.



1 Introduction

1.1 Overview of the project

The key issue for wetland biodiversity in the Republic of Korea (ROK) is its continuing rate of loss, leading to alteration of ecosystem structure, functions and composition. The problem has persisted because national and local government agencies have attached little importance to wetlands; biodiversity conservation has been considered a sectoral issue; and there is discordance between growing development demands and natural resource conservation efforts. Macroeconomic and economic strategies focused primarily on achieving short-term economic stability and growth, as pursued by National and Local Governments, private sector and local communities in Korea are seen as the key causative factor in perpetuating this, manifested through a lack of co-ordination between stakeholders, a lack of a coherent policy and economic framework, and a lack of regulation and enforcement.

The UNDP-GEF initiative aimed to redress these issues through a series of actions focused largely on national government, where a key partnership would be established between the Ministries of Environment, Maritime Affairs and Fisheries, and Agriculture¹ through a Memorandum of Understanding to ensure effective implementation of the project. These would be complemented by actions at three sites representative of the range of globally significant wetland biodiversity in the ROK, where the benefits of integrated wetland planning will be demonstrated and documented for replication across other wetland sites in the ROK.

The Project would promote the collaborative approach to wetland conservation through complementary integration of national and local policy and planning frameworks and by bringing communities directly into the management planning process by helping to influence local development policies, developing incentives for community-based conservation activities, and promoting the sustainable use of resources. This approach would be pursued through the implementation of strongly inter-related and mutually supportive nationally- and locally-based project activities to reach six outcomes, namely:

- 1) effective coordinated wetlands planning process established and operational at national and local level;
- 2) wetland policy and planning framework strengthened and macroeconomic environment supportive of wetlands conservation and sustainable use established;
- 3) regulatory and enforcement framework for sustainable use of wetlands established and enforcement procedures operative; and

¹ Based on new President's government re-organization in 2008, the Ministries are changed as follows:- Ministry of Environment (MOE), Ministry of Land, Transportation and Marine Affairs (MLTM) and Ministry for Food, Agriculture, Forestry and Fisheries (MFAFF)

- 4-6) integrated wetland biodiversity planning demonstrated at in three watersheds – the Lower Nakdong River Basin; the Lower Geum River Basin; and the Han-Imjin River Basin (DMZ)².

Building on and reorienting existing baseline activities and development trends, the project's key deliverables included:

- a) establishment of a National Wetlands Committee;
- b) establishment of a supportive legal, policy, planning, and economic framework and the institutional mechanisms to ensure its review;
- c) strengthened technical knowledge base and information storage and retrieval system to aid planning;
- d) establishment of a comprehensive regulatory framework and the capacity to enforce it;
- e) establishment of multidisciplinary, trans-authority wetland planning committees at three demonstration sites;
- f) development of collaborative wetland strategic conservation plans at three sites including multiple site management plans and species action plans; and
- g) raised awareness amongst all stakeholder groups of the functions and values of wetlands (particularly the global biodiversity they support in the ROK) to ensure adequate understanding, support and real commitment to wetland conservation and sustainable use.

1.2 Purpose of the Evaluation

The Project completed the Mid-Term Evaluation (MTE) in August 2008 covering the period from 2004 to 2008, which included a very comprehensive assessment of various components as defined in the project document. UNDP Seoul and UNDP GEF in Bangkok agreed to update the MTE's assessment and focus upon what progress has been made since last year, and to give more specific recommendations for how the project can make the transition from the current structure to the new arrangement upon completion of the project under the proposed National Wetlands Centre.

The Terms of Reference (see Annex 1) specifies that the following assessments will be updated based on MTE Report according to the UNDP GEF Terminal Evaluation Criteria:-

The Terminal Evaluation will involve evaluation, both qualitative and quantitative assessments, at two levels – a) the site level, and b) the overall project level.

The following shall be observed at the site level:

- a) Evaluation of the project implementation in three demonstration sites e.g. Nakdong River, Geum River and Han-Imjin River demonstration sites; and

² Originally in the Project Document it was envisaged that the third demonstration site would be in the Cheorwon Basin in the DMZ. After lengthy negotiations with local communities and stakeholders, who rejected the project, the site was replaced with one covering the Han-Imjin River, also in the DMZ.

- b) Assessments of initial and potential impacts of the project implementation in the respective sites.

At the overall project level, the following shall be observed:

- a) Assessments of planned activities against achievement of outputs, work in progress, as well as the processes involved in the implementation with reference to the Project Document, Project Inception Report, and the budget;
- b) Assessment of the effectiveness of communication and coordination among the different project sites and the Project Management Unit, as well as the project and the implementing agencies at the national - and state-levels to ensure cross-site interactions, and sharing of information, relevant issues, lessons learnt, best practices and outputs;
- c) Assessments of the measures taken by the Project in response to the Mid-Term Review report;
- d) Assessments of preliminary and potential impacts generated by the project;
- e) Adequacy of the project design, i.e. whether it allows flexibility in responding to internal and external changes of the project environment;
- f) Assessment of implementation difficulties, i.e. whether unexpected constraints and obstacles identified were adequately dealt with, the approaches taken and solutions considered; and
- g) Strengths and weaknesses of the existing project organizational structure and management arrangements.

The Terminal Evaluation is different from the Mid-term Evaluation. In the first instance it is a requirement of the GEF and UNDP that TEs are undertaken before the end of the project - it is an obligation of the funding arrangements. However, whilst the MTE is able to influence the progress of the project and assist in achievement of objectives through its insights and recommendations, a TE tends to be more retrospective, and can not influence project management to any significant degree. In this case there is a proposal for carrying on the work of the project through the National Wetland Centre, which significantly increases the likelihood of sustainability of the project's work. This TE, therefore, is able to provide some recommendations for carrying forward the work of wetland conservation in Korea.

The Terminal Evaluation was coordinated by the UNDP Seoul, ROK office, the Project Management Unit (PMU) with the support of the Regional Center in UNDP GEF, Bangkok. The TE was undertaken by the same team that undertook the MTR – the international consultant, Mr. Peter-John Meynell and the national consultant, Dr Soonmo An from Pusan National University. The mission took place between 18 – 23 October 2009 and during the one week mission in Seoul interviews were held with staff from each of the project offices, and an afternoon meeting with key stakeholders. A final debriefing meeting was held on 23rd October 2009. The schedule of the mission and the list of persons met are provided in Annexes 2 and 3, respectively.

2 Evaluation approach and methods

2.1 *Interviews with Staff*

During the TE interviews with the staff were held for the PMU and each SMU. The emphasis during these interviews was to understand the work carried out during the final year of the project, to ensure that the tasks specified under the MTE had been completed, to identify any ongoing issues and problems, and to look towards the future, both in terms of the wrapping up of the project and the establishment of the National Wetlands Centre.

2.2 *Participatory assessment during stakeholder meeting*

Key stakeholders from the PMU and each of the SMUs came together with KWP staff in a stakeholder meeting. Participatory methods were used to identify stakeholders' opinion toward the achievements and shortcomings of the KWP. Each participant, nine stakeholders and six staff, were asked to identify the three main achievements of the project and write them down on separate green-coloured sheets. They were also asked to write down three aspects or activities that had not worked so well on separate white sheets. Thus 45 positive and 45 negative answers were collected on the sheets, and were classified according to their task type - Organization, Planning, Survey, Database, Education, Meetings, Advertisement and Cooperation (networking). The subsequent discussions focused on the types which had largest number of points noted (regardless of positive or negative) and tried to clarify what were the reasons of success or failure.

2.3 *Self-assessment*

Prior to the evaluation team's arrival, each office was requested to fill out the same self-assessment process that they had prepared for the MTE. This helped the evaluation team to review the progress against each activity and outcome, especially noting the differences between the scores for August 2008 and October 2009. Using the log frame from the project document (based on the Korean version in the Inception report) a table was set up with five criteria for assessment – Relevance, Effectiveness, Efficiency, Results and Sustainability. Staff were requested to assess each output and activity against these criteria and score their performance on a scale of 1 – 10 (1 being less relevant, effective etc. and 10 being the most). The key questions to be considered for scoring are shown below with the scoring instructions in Annex 5:

- **Relevance** – Is the activity relevant to the output or output relevant to outcome?
- **Effectiveness** – How effectively has the activity been implemented?
- **Efficiency** – How efficient has the activity been implemented in terms of resources, financial and human? Did the activity cost more than anticipated? Did the activity take up too much staff time?
- **Results** - Did the results achieved contribute to the output as anticipated? Were there any unanticipated results, negative or positive?
- **Sustainability** – Is the activity or the output sustainable in the future? Can the output be maintained without further work or resources? Can what has been set up

be sustained easily, or will it require further work, institutional support and outside resources?

The self-assessments were discussed at a project staff meeting with all the PMU and SMU staff present, at which the relevant office outlined their reasons for scoring. The variability of self-assessments provided by different staff members is addressed in such a meeting with the comparison with the MTE and TE results also providing a cross check. The results were then presented as a simple bar chart grouping the various activities under the appropriate output. Changes of results in MTE and TE were noted and discussed. The TE team considered these self-assessments making comments about the appropriateness of the scores in sections 5.3 and 5.4

2.4 *Relevance of project design*

Together with self assessment, staff were asked to fill out the relevance matrix form showing relevance as it appeared at the beginning of the project compared with the reality after implementation. The purpose of the relevance matrix was to identify the relative importance of the specific activities in certain category to achieve the purpose of the category. For example, if an output has four activities to achieve the output purpose, each activity would have 25 % relevance if all four activities are equally important. If certain activities are more important than others, the relevance will change. The comparison of relevance of the project activities shows how the project has changed during implementation.

2.5 *Review of higher-level indicators*

The staff were requested to update the information on higher level indicators so that progress towards achieving development objectives, objectives and outcomes could be assessed. The resulting information is attached in Annex 6.

2.6 *Review of expenditure*

A financial report was requested of the PMU and SMUs showing how they have spent the funds and analysed through the development of pie charts to illustrate the emphasis of project spending by type of activity and each office. A review of co-finance was also undertaken.

3 The project and its development context

3.1 *Project Start and duration*

The project originated with development of a PDF-B project proposal starting in October 2001. A draft full sized project brief was produced in December 2002, and after the necessary round of GEF and STAP reviews, the ProDoc was approved by the GEF Council in November 2003. The full project document was submitted for GEF CEO's approval in June 2004, and the project started formally from September 2004. It was scheduled to run for four years until September 2008. At the Third Project Steering Committee meeting on 11 December 2007, the decision was taken to extend the project to end of December 2009.

3.2 *Problems that the Project seeks to address*

The project document identified a number of threats to wetlands and analysed the root causes of these threats. These include:

- **Destruction and degradation of wetland habitats**
 - Reclamation of tidal flats:
 - Inappropriate wetland management according to single sectoral objectives.
 - Conversion of rice paddy to farm field or urbanization
- **Loss of wetland ecosystem integrity**
 - Alteration of the hydrological regime: There are a number of existing and proposed developments that may result in reduced peak flows and changed flooding time and duration but the cumulative effects of which upon the biodiversity of the Basins wetlands are unknown. These include:
 - Irrigation
 - Dredging:
 - Flood management:
 - Development of tube well:
 - Pollution: The serious pollution around wetlands in Korea is one of the main threats to ecological degradation and the sources of the pollution include:
 - Industrial waste: Increasing industrialization is leading to an increase in pollution loads from factories.
 - Pesticide agricultural run-off:
 - Fertilizer: Increasing use of fertilizer is causing high nutrient run-off causing eutrophication, oxygen depletion, and raising the potential for toxic algal blooms.
 - Domestic sewage: Total outputs of sewage are increasing and many large towns release untreated or partially-treated domestic waste directly into the small streams and wetlands.
 - Livestock wastewater; Wastewater is on an increasing trend with the number of rearing livestock due to increase of livestock demands.
 - Sedimentation: Forest fires and construction of roads for timber transport in mountains, and land reclamation for urbanization are

occurring in many parts of Korea reportedly causing increased sedimentation throughout the wetlands of the reservoirs, lakes and rivers during rainy season and storm events.

- **Depletion of species abundance and diversity**
 - Over-harvesting of animal products:
 - Hunting and Poaching: Wildlife populations are declining due to illegal hunting and poisoning.
 - Destructive harvesting practices: A number of resource harvesting practices are destructive to biodiversity, through their destruction of non-target species.
 - Change in indigenous species composition caused through the spread of existing alien invasive species, and by the introduction of new ones.

Five root causes were identified as underlying the threats described in the Brief. The approach adopted by the project to address these root causes is shown in inverted commas below:

1 Single sector approaches to wetland planning at national and local level

“The UNDP-GEF initiative aims to establish a multi-sectoral planning process that will be operational at national and local levels. It will achieve this through complimentary support for a major new Korean Wetlands Conservation (KWC) initiative to develop a National-wide Development Plan (NDP), direct support for the Ramsar Convention on Wetlands of International Importance through the establishment of National Ramsar Committees and National Wetland Units, and through promotion of a national network of wetland managers.”

2 Weak policy framework and un-supportive economic environment for wetland biodiversity conservation and sustainable use

“This project will influence development and economic policy to provide a more favourable environment for wetland biodiversity by developing national guiding principles for wetland policy and establishing a legal basis for them through the auspices of ASEAN. Senior government staff in all sectors affecting wetlands will be targeted to raise awareness of wetland issues and the consequences of their policy decisions. National wetland and biodiversity action plans already under development will be encouraged and strengthened through technical support, and elements of them will be implemented through the project.”

3 Inadequate information base on which to base wetland policy, planning and management decisions

“The project will create a broader and more policy-relevant information base to support policy makers, planners, and managers and facilitate their understanding of wetland values and functions, wetland management, and sustainable use thereby encouraging their integration into development practice. This will be achieved through support for, and inputs to, the KWC BDP throughout the project, particularly through the development of comprehensive biodiversity overlays for the region. These will be based on extensive survey and assessment of the Korean

wetlands to identify the most important sites for key biodiversity and ensure their future protection and integration into regional and national development plans. They will also provide the basis for an assessment of the cumulative impacts of dam construction on biodiversity within the region. The overlays will be complimented by a series of information tools such as regional Red Data Books and biodiversity field guides.”

4 Inadequate human and technical resources available for wetland biodiversity conservation

“The project will develop a comprehensive training program to train the trainers and support national training programs which will enhance significantly the capacity of the natural resource protection and management sectors. Training programs will be developed on the basis of a strong training needs analysis involving all relevant sectors within the region.”

5 Lack of options over use of natural resources by local communities

“The UNDP-GEF intervention will demonstrate alternative systems of community development, based on sustainable utilization of wetland biodiversity and natural resource conservation, at four project demonstration sites. The focus will be on bringing the communities directly into the management planning process, supporting alternatives for harvesting, establishing the sustainable collection of wetland products, developing incentives for community-based eco-tourism activities, and promoting the sustainable utilization of resources in Protected Area System buffer areas.”

“The ultimate causes behind these root causes are mostly socio-political and will not be addressed by the UNDP-GEF intervention. These include poor infrastructure, transport and communications; the results of Korean War; and institutionalized corruption and mis-management at many levels.”

3.3 *Continuing and Emerging issues*

3.3.1 Ramsar COP 10

As mentioned in the MTE, the COP 10 of the Ramsar Convention was held in the city of Changwon, in the south east province of Gyeongsangnam in October 2008. The KWP staff, especially at the PMU level, were very involved in the preparation for the Conference. The SMUs were also involved; Nakdong SMU supported the provincial arrangements, and all the SMUs brought stakeholders from their areas to take part in the conference.

During the Ramsar COP10, KWP set up the PR booth to provide information on wetland conservation activities in Korea and over 2200 people from 140 countries visited and received 20 different kinds of information materials on Korean wetlands. KWP also joined the Carbon Cut Fund raising and delivered the collected contribution of US\$900 to Ramsar Secretariat through Ministry of Environment.

In addition, KWP produced and disseminated major publications on Korean wetlands to diverse stakeholders including foreign partners. Publications included:

- An Ecotour Guide to Wetlands in Korea
- Ramsar Sites of the World
- Korean Red Data Book

Other KWP awareness publications on Korean wetlands were also disseminated

- Discovering Wetlands,
- A Guide to Wetland Protected Areas in Korea,
- Healthy Wetlands Healthy People, People in Wetlands (2 ed.),

The Ramsar COP 10 was both an opportunity for the promotion of wetlands and development of ideas about wetland management and awareness raising, and an additional activity requiring a huge investment of time and effort, diverting staff away from their planned activities. On balance, the benefits gained from hosting COP 10 were much greater than the costs of time and effort, and all concerned have recognized an order of magnitude shift in the awareness about wetlands in Korea, both amongst government officials and the general public.

In his speech at the beginning of COP 10, the President of Korea confirmed the intention to establish the National Wetlands Centre, and the decision was taken by the National Assembly shortly afterwards.

3.3.2 Ecotourism

During the past year, the government has placed an increasing focus on the development of ecotourism as one of the important benefits of wetlands. Through the medium of seminars and discussions, the project staff has been encouraged to develop the opportunities for wetland ecotourism in their areas. This has fitted in with ongoing activities such as the training of eco-guides, and all three SMUs have developed their activities in training, in helping to establish homestay and organise a variety of ecotours which have proven very popular. Whilst not an additional activity, the government focus on wetland ecotourism has provided specific direction for the project to concentrate on these activities.

3.3.3 Development pressures

The pressures on wetlands from developments continues throughout the country, and examples of the real and potential conflicts exist in all three SMUs, e.g. in Nakdong, the pressures for development on the Nakdong estuary; in Geum SMU, the differences in approach to wetlands taken by different local government agencies with regard to the proposed designation of Geumgang lake as a Ramsar site – Gusan City is hesitating because of limitations that this may bring to development opportunities and in Han-Imjin the development of the Shin-gok weir threatens wetland conservation.

The Four Rivers Restoration Project is a recent redesign of earlier projects for the development of the four major rivers of South Korea, especially for navigation, flood control, improvement of water quality and restoration of the ecosystem. The waterways

involved are the Han River in Seoul; the Nakdong River, which runs through the Gyeongsang province; the Geum River, through the Chungcheong and North Jeolla regions; and the Yeongsan River in South Jeolla. Although the project is controversial, the involvement of the Ministry of Environment will ensure that during this project attention will be paid to the restoration and conservation of at least some of the wetlands associated with these rivers.



4 Findings

4.1 *Stakeholder meeting*

Three task types of KWP had the most attention with the highest number of comments from stakeholders;

- eEducation (CEPA activity)
- survey
- networking and mediator function

“Networking and mediator function” had the highest number of both positive and negative aspects. Positive comments (10) included:

- support for the regional network and activity,
- residents participation,
- resolving conflicts, and
- building the communication structure between Government organisations and/or NGO.

Negative comments (14) included

- limitations in regional cooperation,
- structure for the mediation functions were not concretely established

“Education (CEPA activity)” had mostly positive comments and only one of the 10 comments was negative. Positive comments included:

- considerable increase in awareness of general public,
- education for wetland expert and
- CEPA via Ramsar conventions.

The negative comment concerned the lack of attention on educating government officials about wetlands. Mandatory education for high ranking government officials was needed.

Before project started, the concept of stakeholders was not understood in Korea. Now wetland stakeholders have been clearly identified, their roles appreciated and the need to work with them accepted

Public awareness for the general public was considered a big success of the project but activities to develop the awareness of the residents of wetlands, who are more important for the wetland protection, had not been not enough.

Task type “survey” had both positive (6) and negative (6) comments. The positive answers include the accumulations of wetland biodiversity data including bird populations. It was considered a strength that wetland residents had participated in wetland surveys, and this was also important for CEPA. However, the use of the ecological data gathered by residents was often difficult because of problems of scientific credibility. Although this data are less reliable, the information can contribute to judgments of the ecological conditions, changes in these and the management of the wetland.

Negative comments regarding “survey” included “durations of survey was not enough”, “priority was not determined before the survey”, and “survey was too much concentrated on the policy needs”.

Other opinions included

- “KWP established firm ground above which sustainable wetland program can stand”,
- “KWP had limitations in influencing the wetland related policy in Korea”,
- “established common goals for the wetland related issues”,
- “residents incentive program for the wetland protection was major achievement of KWP”,
- “Coastal wetlands were not included explicitly in the program”

Under “project management and design” related the discussion included

- Frequent NPC replacement problems and role of NPC
- NPC should have set his role as a mediator between SMU and MOE;
- English ability as NPC qualification was emphasized too much rather than the political ability, which is more important for NPC
- Difficulties in staff recruitment in early stage of the KWP caused serious problems in implementation

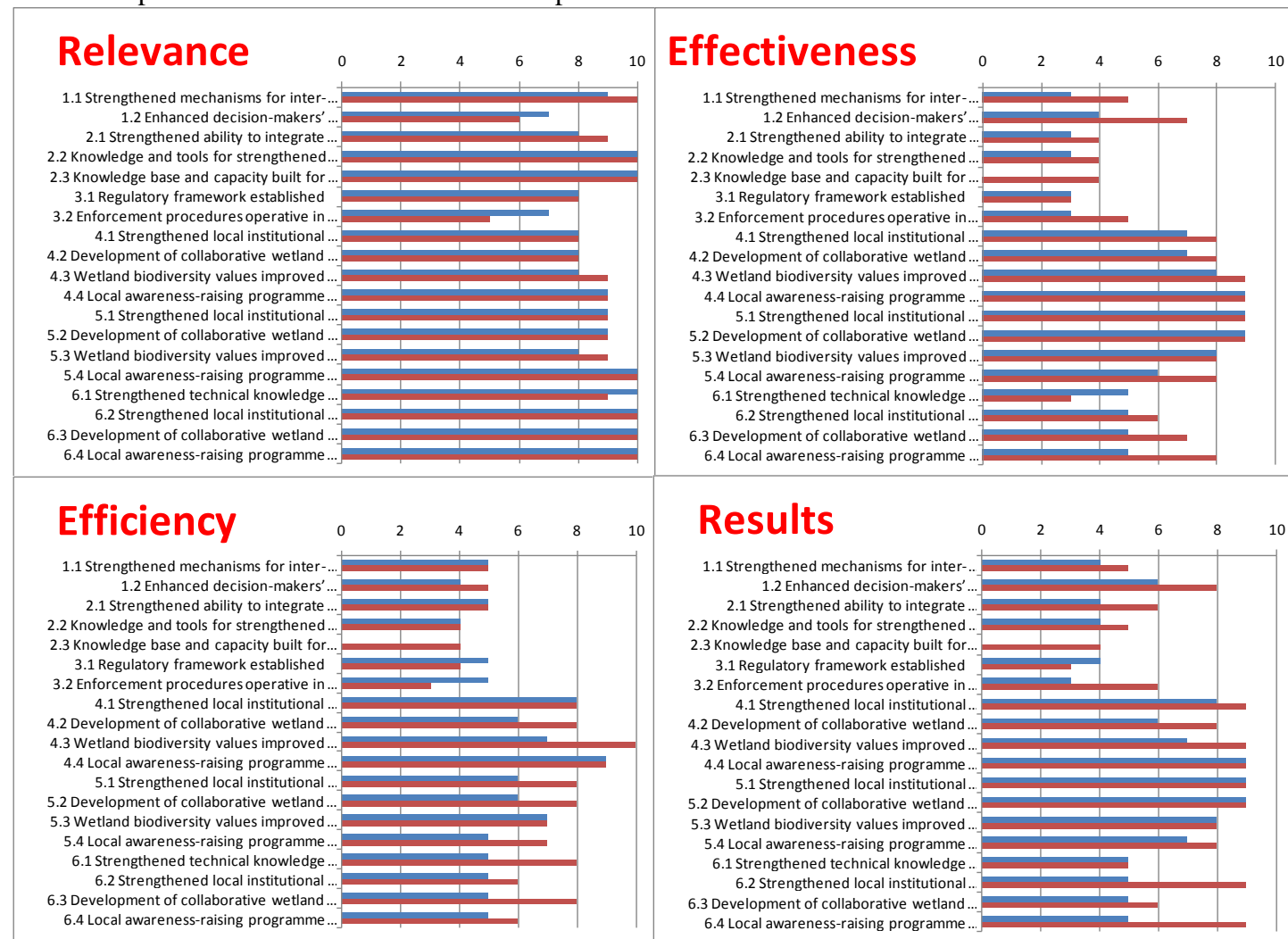
4.2 Self Assessment

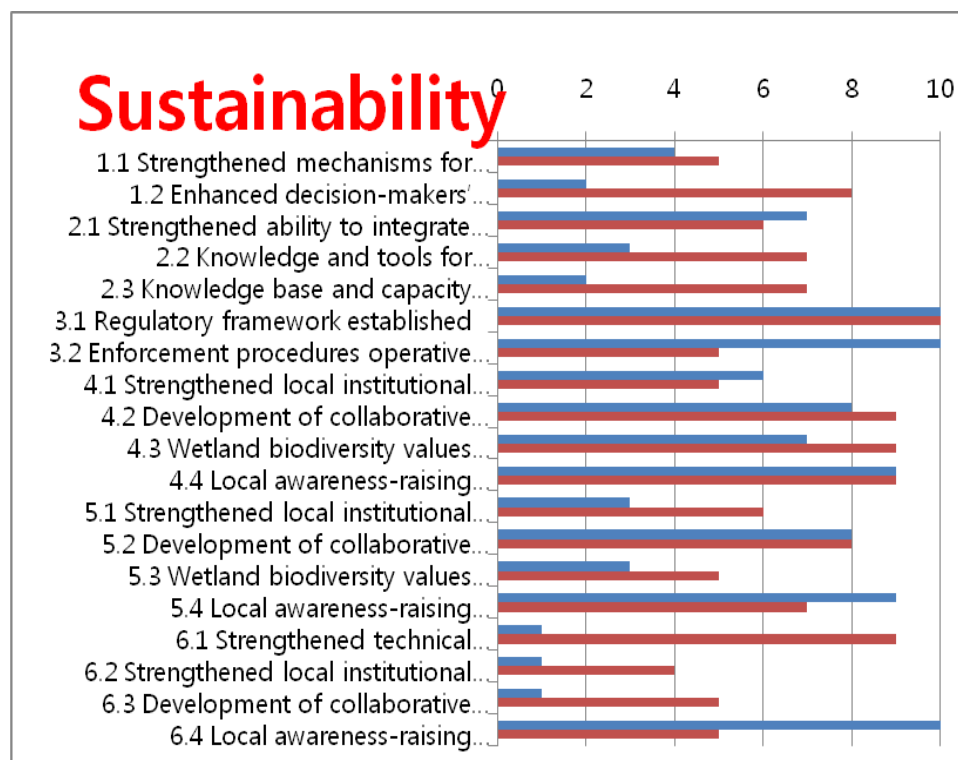
The reiteration of the self-assessment process used in the MTE was useful in that it showed how progress was being made between the MTE and TE. These changes in “Relevance, Effectiveness, Efficiency, Results and Sustainability” between MTE (blue bar) and TE (red bar) in outputs are illustrated in Figure 1. The following comments can be made about these comparisons.

- The increase of all five criteria was noticeable in Han Imjin SMU (activity 6.1~6.4). Since the establishment of the SMU was delayed many activities were accomplished during 2009.
- Among PMU’s outputs, “1.2 Enhanced decision-makers’ understanding of wetland policy issues” had the highest in all criteria except relevance. Output 2.x and 3.x generally had low values except sustainability.
- Nakdong and Geum SMU had high values in Effectiveness, Efficiency and Results both in MTE and TE reflecting the early establishment of these SMUs.

Figure 1: Result of self assessment.

Blue bar represents MTE results and Red bar represents TE results



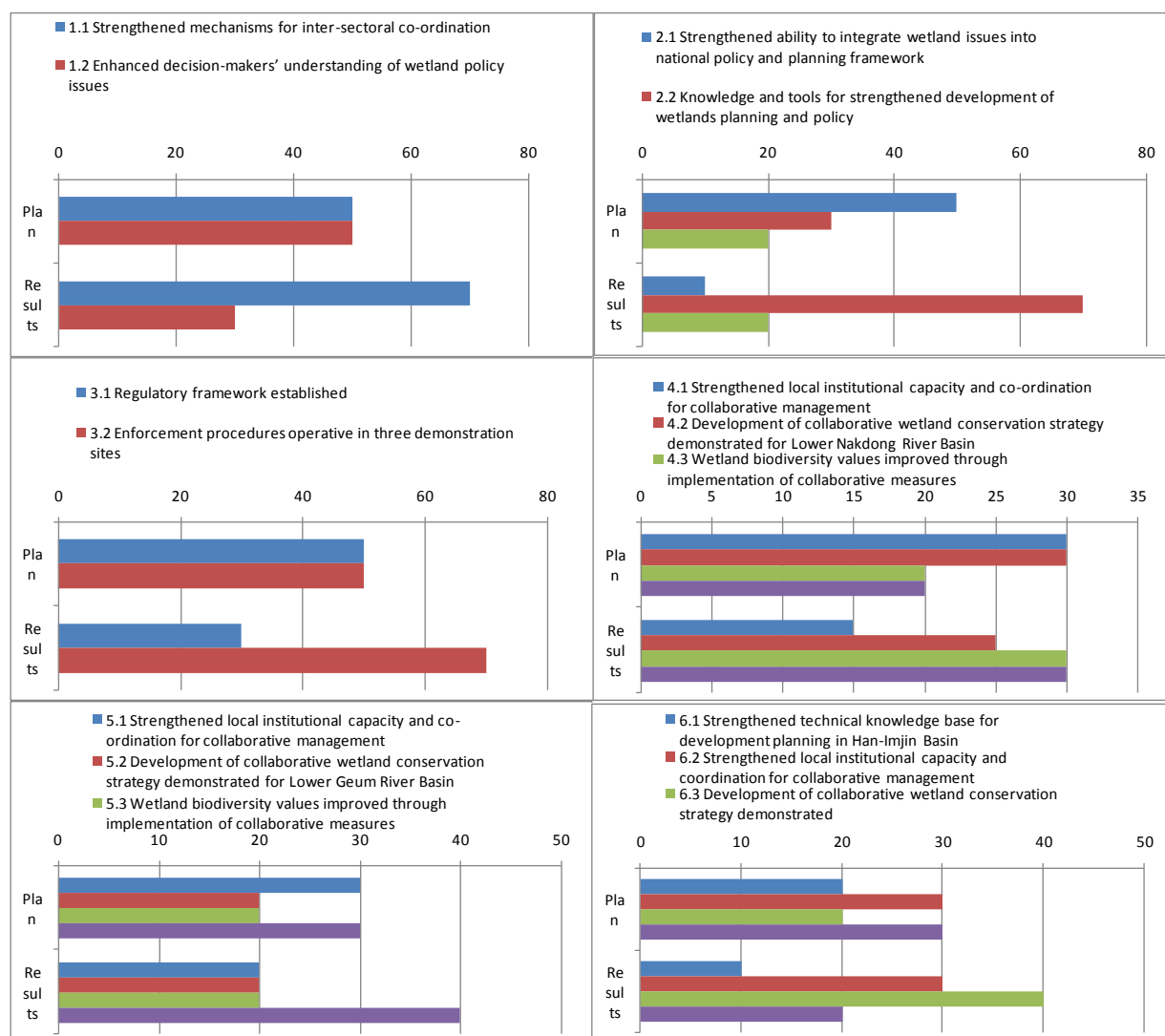


4.3 *Relevance of project design*

It is inevitable that activities designed during the project planning stage become more or less important or relevant as project implementation progresses. The focus for different activities changes as needs for the project become clearer. The purpose of the relevance matrix was to identify the relative importance of each activity and output to achieve the purpose of the outcome. This was undertaken retrospectively for the planning stage in order to compare with the relevance of each outcome perceived at the end of the project. The results are shown in a series of diagrams in

Figure 2. The following points have been noted:

- Two outputs (output 1.1 and outcome 1.2) for outcome 1 had same importance (or relevance) at the planning stage but in the results, output 1.1 was more important than output 1.2
- In outcome2, “output 2.2 Knowledge and tools for strengthened development of wetlands planning and policy” had 30% importance in planning stage but after implementation, the importance increased to 70%. This output includes wetland inventory survey and wetland classification. KWP was effective to achieve these kinds of activity.
- The importance of output 2.1 reduced substantially (from 50 % to 10 %). The output is related to “Strengthened ability to integrate wetland issues into national policy and planning framework” and the results implies that the KWP had limitation in influencing the national policy.
- In Nakdong SMU, importance of output 4.3 and 4.4, which is related to CEPA and networking, increased substantially in implementation compared to the planning stage.
- The importance of networking related outcome (5.4) increased in Geum SMU, while CEPA related outcome (6.3) increased in Han-Imjin SMU, reflecting the difference of focused activities in each SMU.

Figure 2: Relevance change of each output between planning and implementation stages

4.4 Response to the Mid-term Review

The staff from the PMU and SMUs were asked to comment on their approaches to the tasks set by the MTE. Their comments are provided below (Table 1) together with composite scores of effectiveness and efficiency. The TE provides comments alongside each task. Overall, the project has complied with the tasks set by the MTE, although many of the tasks should also form part of the work plan for the transition to and establishment of the National Wetland Centre.

Table 1: Assessment of compliance with the tasks specified by the MTE

Task from MTR	Composite Self assessment score ³ on effectiveness and efficiency of achievement by PMU/Site office		Comment by PMU/Site office	Comment by TE team
	Effective -ness	Efficiency	(Bullet points arranged in order of PMU, Nakdong SMU (N), Geum SMU (G), Han Imjin SMU (HI))	
1. Completion of the assistance to the Ramsar COP10 organisation team	9	7	<ul style="list-style-type: none"> • Great results were acquired during Ramsar COP10; however, it took much staff time than anticipated. • (N) Good cooperation with PMU, Changwon city, Gyeongnam province and civil groups • (G) Inducement and support local stakeholders to participate at an adequate level 	Good result
2. Developing a strategy and plan for networking, collecting information, identifying appropriate international best practice etc. at Ramsar COP10.	6	6	<ul style="list-style-type: none"> • KWP organized 2009 work plan through information from Ramsar COP10. As a part of post-Ramsar action plan, PMU organized “East Asia Training on Wetland Management” in September. • (N) Reporting major events of Ramsar COP 10 and side event and then distributing it as a newsletter of Nakdong SMU • (G) At Ramsar COP10, SMU could raise public awareness a little by cooperating with local organizations or NGOs that we want them to participate in our programs and network together. • (HI) Only partial achievement appeared because of SMU’s geographical problem. Only fragmentary planning was possible, not collecting information or mapping out international strategy. 	Overall good result, though not sure if planning before hand was undertaken

³ Effectiveness and Efficiency are scored on a scale of 0 - 10

Task from MTR	Composite Self assessment score ³ on effectiveness and efficiency of achievement by PMU/Site office		Comment by PMU/Site office	Comment by TE team
	Effective -ness	Efficiency	(Bullet points arranged in order of PMU, Nakdong SMU (N), Geum SMU (G), Han Imjin SMU (HI))	
3. Facilitating the agreement with stakeholders and setting up implementation arrangements of the site wetland conservation plans in each of the SMUs	7	7	<ul style="list-style-type: none"> • SMUs' subcontracts about site management plan were completed and the results were delivered to local governments • (N) Developing a management plan of Nakdong estuary supported many stakeholders. • (G) We tried to make a better relationship with stakeholders such as Coordination Committee, Advisory Committee, NGOs, local residents, related government office, etc. so that we set up general cooperating system for wetlands conservation and build some foundations, however, we had a limitation to make plans for long-term conservation of wetlands because of our project's temporary trait. • (HI) As far as Ministry of Environment doesn't have a strong will of conservation toward the development policy, which is now threatening local wetlands, conservation management plan itself could be questioned. (E.g.) Threatening Han River estuary wetland conservation area by transferring Shin-gok weir) 	Overall satisfactory result, but comments from Geum and Han Imjin illustrate the difficulties of getting ownership of site wetland plans, and the conflict between conservation and development
4. The MOE should provide additional guidance to cities and provinces in the preparation of regional	5	5	<ul style="list-style-type: none"> • The primary goal is establishment of a National Wetland Center to continue wetland conservation working so that the result of regional wetland conservation efforts will be delivered through establishment of a regional wetland center afterward. 	No work on basin wetland strategies. Currently only one provincial wetland strategy has been

Task from MTR	Composite Self assessment score ³ on effectiveness and efficiency of achievement by PMU/Site office		Comment by PMU/Site office	Comment by TE team
	Effective -ness	Efficiency	(Bullet points arranged in order of PMU, Nakdong SMU (N), Geum SMU (G), Han Imjin SMU (HI))	
wetland action plans to draw upon and utilize the experience and achievements of the SMUs			<ul style="list-style-type: none"> • (N) Not yet planned • (G) There is no systematic device to adjust SMU's experience and achievement, so it is predictable that pre-established cooperation system will face with difficulty of persisting, with project's closure. 	prepared for Gyeongsangam. This will be a critical task of NWC to carry forward
5. Facilitating the agreement with stakeholders and establishing the structure, roles and responsibilities and funding for the National Wetland Centre and the Local or River-basin Wetland Centres, and the linkages between them	5	5	<ul style="list-style-type: none"> • Same as above. • (N) Not yet opened • (G) Difficulty of building local wetland center considering financial aspect. • (HI) If central government has politic will and financial support to build local wetland center, it will be possible to gather all potentials not only SMU's experience and achievement but also conservation and management. 	Overall a good result - NWC feasibility study undertaken, and decision taken to establish. Details of the NWC still under discussion.
6. Strengthening the experience of the National Wetlands Review Committee	3	3	<ul style="list-style-type: none"> • The Government is focusing on establishment of a National Wetland Center rather than strengthening the NWRC. The role of NWRC will be delivered to the center. MoE is responsible to organize post-Ramsar action plan this time. • (N) No discussion on functions and roles of National Wetlands Review Committee • (G) Consideration committee's better position and new conceptions are required for practical 	There has been one further meeting of the NWRC but it is clear that the focus is upon the NWC rather than strengthening NWRC.

Task from MTR	Composite Self assessment score ³ on effectiveness and efficiency of achievement by PMU/Site office		Comment by PMU/Site office	Comment by TE team
	Effective -ness	Efficiency	(Bullet points arranged in order of PMU, Nakdong SMU (N), Geum SMU (G), Han Imjin SMU (HI))	
			consideration, alternatives and policy execution, not for the seeming formality for politic necessary.	
7. In both items 5 and 6 attention should be paid towards greater integration of inland and coastal wetlands and coordination between the ministries involved, including joint workplanning.	5	5	<ul style="list-style-type: none"> MoE is planning to build integrated inland wetlands system by establishment of a National Wetland Center while MLTM is preparing integrated management system by establishment of a Marine Protect Area Center, an affiliated organization of Korea Marine Environment Management Corporation. Those cause synergy effect to strengthen mechanisms for cooperation between the ministries and raise the prestige of both ministries, unlike the original plan of integration of inland and coastal wetlands. (N) Not yet at Nakdong SMU (G) In formulating national policies related to wetlands, we have to avoid each authority's areas of responsibility. Efficient management of inland and coastal wetlands conservation needs combined system, not simple cooperation relationship. 	This will be another critical task of NWC in encouraging inter departmental collaboration
8. A monitoring strategy be developed both for the project and for future wetland centres, establishing appropriate indicators and baselines	5	7	<ul style="list-style-type: none"> PMU completed to develop of M&E system by subcontract. (N) Attending at developing a monitoring tool of KWP 	M & E strategy developed and tested, but concept of M & E still needs to be promoted since it is not yet part of project or

Task from MTR	Composite Self assessment score ³ on effectiveness and efficiency of achievement by PMU/Site office		Comment by PMU/Site office	Comment by TE team
	Effective -ness	Efficiency	(Bullet points arranged in order of PMU, Nakdong SMU (N), Geum SMU (G), Han Imjin SMU (HI))	
				MoE culture
9. A communication strategy be developed for the project and future wetland centres, identifying the key stakeholders, messages and methods of communication needed for wetland conservation both nationally and locally	5	5	<ul style="list-style-type: none"> • Discussion on workplan after NWC and management plan could be effective after Wetland Center Establishment T/F team is found and is active. Currently, the method how KWP team maintains to the center is under discussion. • (N) Nakdong SMU developed a participation manual of local wetland residents for conservation and wise use of wetlands 	Communication strategy has been developed for the project and applied by some of the SMUs. Communications will be a critical role for NWC, and specific strategy will be required to maintain wetlands in public and official awareness

5 Assessment of project results

5.1 Objectives and outcomes

A matrix of the indicators for assessing progress towards achieving the objectives and outcomes of the project is shown in Annex 6. The notes on these indicators made by the KWP in both June 2008 and by September 2009, illustrate the progress towards these objectives and outcomes. It is clear that these are not used as absolute indicators, but more indicative of progress, thus some comments also reflect the changes in perception about the outcomes as the project has progressed. This is inevitable and illustrates how difficult it is to predict appropriate indicators.

Nevertheless, it is clear from the level at 30 September 2009 that substantive comments on progress have been made under all indicators for objectives and outcomes. It is not intended in this evaluation to comment on each and every indicator, but rather to give a flavour of the key achievements.

Under the indicators for objectives, the clearest indicator is of the land prioritized for conservation and although the figure of 25% of currently unprotected wetlands has not been estimated, there are a number of indications ranging from the area under Biodiversity Management Agreements and increase in the number of wetland protected areas, all of which are positive.

However, the objective's biodiversity indicators are much more difficult to assess. From the counts of bird species, it has not been possible to assess whether there have been any changes in wader species, ducks and geese over the past five years. There has been a substantial decrease in the numbers of white-naped cranes over the years, and this seems to be continuing due to habitat destruction and disturbance e.g. at Jahang Wetland in the Han river estuary. Similarly there have been no real assessments of bivalve and crabs in the Geum and Nakdong estuaries which illustrate changes. Apparently, the KWP has not put a great deal of effort in gathering and compiling relevant biodiversity data to assess these indicators. Such data as has been provided shows that the pressures on wetlands and species continue.

In terms of Outcome 1, there have been a number of key achievements, notably the formation of the National Wetlands Review Committee, which will have met three times by the end of the project, although comments indicate that this has not really started to increase collaboration on wetlands between government agencies. The National Wetland Management Plan was produced in 2007 and a second is planned for 2011. Under this national plan, the project was supposed to encourage the development of basin wetland strategic plans; these have not been done, but rather one provincial plan (Gyeongnam) has been produced, and a number of site management plans have been facilitated by the project, either directly or by contributing different aspects – e.g. Nakdong estuary, Han River Estuary and Geum River Estuary. The Inventory of about 2000 wetlands will have been completed and information entered into the wetlands database. A start has been

made in determining the economic value of wetlands and this information will be used in the 4 Major Rivers Restoration Project.

One indicator that has been less satisfactorily achieved has been a partnership agreement between Ministry of Environment (MoE), Ministry of Land, Transportation and Marine Affairs (MLTM) and Ministry for Food, Agriculture, Forestry and Fisheries (MFAFF). Although there has been collaboration between MOE and MLTM in producing Ramsar COP10 publications there is no formal agreement between them on collaboration on inland and coastal wetlands. Recently, however, it has been agreed at the 3rd CEPA Forum in September 2009 organized by KWP that MOE and MLTM would continue their cooperation to develop the National CEPA Action Plan, particularly in the area of strengthening coastal and inland wetlands network, which will be completed by 2011.

Various networks have been established or supported, for example the Crane and Shorebirds networks at national level and a number of local networks. Various training workshops for government officials have been undertaken, but any changes in their attitudes towards wetlands probably result from the Ramsar COP 10 more than anything. Staff indicated that after COP10 they no longer had to explain to local government officials what were wetlands are and why they are important. They also indicated that the attention of these officials has now moved on to other matters, and so continued public awareness and training of officials is important.

For Outcome 2, the main output indicator has been the Wetland Conservation Act which is in place and being amended, and the feasibility study on No Net Loss of Wetlands was completed as a complement to the Act. The approach of ensuring no net loss of wetlands through estimating the biodiversity value of wetlands that may be lost due to development and ensuring compensatory conservation of an equivalent wetland value is very progressive thinking, especially in the Asia Region. This is certainly an approach which needs to be developed and shared internationally. In terms of other legislation, there has been no real review of other acts and regulations from different sectors that may affect wetland conservation, although the EIA Act was amended in 2008, without a specific article on wetlands. Surveys are recognized as important supporting information for developing wetlands policies and instruments such as No Net Loss, and the study on the Korean Wetland Type Classification was completed and distributed, and the guidelines for surveys has been well used for inland wetlands.

For Outcome 3, the main achievement has been an acceptance of the concept of the National Wetlands Centre, and a decision taken for its implementation. The Centre will be located near the Upo wetlands, and the design of its roles, financing, staffing and the building are being considered by the MOE, with an expected operational date in 2011. The transition phase between the end of the project and the opening of the NWC needs careful consideration. Another achievement has been a project to monitor the effectiveness of regulations for wetlands of importance which was undertaken by various NGOs covering 5475 ha of wetlands, and this will be published shortly.

In the Outcomes for each of the SMUs, outcome 4 shows the Nakdong SMU being the longest established, with increasing areas of wetlands with economic incentives, the development of eco-guides and encouraging local residents to provide services for eco-tourists. It has placed a very strong emphasis on local residents playing a key role in monitoring and management of wetlands, and has developed a manual for local residents showing what roles they can play and how. The SMU's CEPA activities have been recognized as very successful in raising public awareness. The SMU has been instrumental in developing the Nakdong Estuary Master Plan and is working to encourage Busan city to adopt this as a strategic conservation plan, and has contributed to the management plans for Junam reservoir developed by Changwon City.

In the Geum SMU (Outcome 5), the site project steering committee has met regularly since it was set up in 2006, together with an advisory committee. This forms the basis for bringing the wetland network in the Geum River basin together. As with the Nakdong SMU, a lot of emphasis is placed on public awareness, training of local residents and stakeholders as eco-guides, and wetland monitors. Surveys have been carried out in the Geum River Estuary, and will be completed in the upper and middle levels of the Geum River. There is a proposal for the declaration of Geumgang lake as a Ramsar site, but there are still concerns about the limitations this will impose upon development by Gusan City in particular.

The Han-Imjin SMU (Outcome 6) was established much later (April 2008) than the other two SMUs due to an initial rejection of the proposed site in Cheorwon basin, and subsequent delays in the appointment of the SMU manager. However, notwithstanding this, good progress has been made in addressing similar issues. In terms of surveys, the SMU focused on complementary aspects to the Han River Estuary Plan that had been undertaken by the Han River Basin Environmental Office. This included surveys of wetland insects and fish, the biodiversity of rice paddies, and the development of a management plan for Paju Book City wetlands, and the conservation plan for *Ranunculus kazuensis* in Gimpo. They also negotiated a twinning arrangement with exchange visits with Zhalong Nature Reserve in China. The development of ecotourism in the area has been very popular, and the SMU have worked with a local travel agent to ensure that ecotours, supported by local ecoguides in the DMZ will continue after the project ends.

5.2 Other positive indications

A number of other very positive indications of the success of the project were noted by the TE team. These included:

- At the Stakeholder meeting, there was a request for the TE team to explore continued support for this initiative from GEF. Whilst this is not possible under changes in status of Korea's development and of the UNDP office, it is a reflection of the change in attitude towards the project and recognition of the role it has played in promoting wetland conservation in Korea. There may be other ways in which the GEF can continue through a different relationship, e.g. the sharing of results and information with other GEF projects in the region, which should be explored.

- A similar sort of endorsement by stakeholders would appear to come from the Cheorwon Basin who rejected the project at the start, but who are now said to be regretting this, having seen the results in other SMUs.
- The statement which came up at the Stakeholder meeting that before project started, the concept of stakeholders was not understood in Korea. It is a very significant achievement of the project that now wetland stakeholders have been identified, their different roles appreciated and need to work with them accepted in managing and conserving Korea's wetlands.
- It is clear that there has been an attitude shift in understanding of what wetlands are and why they are important. This is evident both amongst the general public, but also importantly amongst government official at national and local levels. Whilst a large part of this came as a result of Ramsar COP 10, the contribution that the project made to organizing the conference, in bringing local stakeholders to take part and in organizing study tour was very important. The project at national and SMU levels had laid the groundwork for this in its CEPA activities, which are widely recognized.

5.3 *Relevance, Effectiveness and Efficiency*

The self assessment sheets prepared by the PMU and SMU staff have been analysed and presented in

Table 2. This shows a colour-coded matrix for each outcome and output based upon the scores awarded by the staff, with a column for comments by the TE team. Generally the self-assessments were seen as appropriate, although a few minor changes have been suggested. The overall scoring of each outcome as judged by the TE team is shown by the colour of the TE comments box. Almost all outcomes and outputs are seen as highly relevant.

Outcome 1 (Effective co-ordinated wetlands planning process established and operational at national and local level) and its outputs are seen as having been moderately satisfactory for both effectiveness and efficiency, although the increase in understanding of wetland policies by government officials was more satisfactory, although it was efficiently undertaken.

Outcome 2 (Wetland legal, policy and planning framework strengthened and macroeconomic environment supportive of wetlands conservation and sustainable use established) and its outputs are seen as highly relevant, but moderately unsatisfactory for effectiveness and efficiency of implementation. Given that the National Wetland Conservation Act was passed, and agreement reached on wetland classification, this assessment seems a bit severe, but probably reflects the difficulties of getting such measures through.

Outcome 3 (Regulatory and enforcement framework for sustainable use of wetlands established and enforcement procedures operative) was also assessed as being moderately unsatisfactory in terms of effectiveness and efficiency. It may reflect that the approach on No Net Loss of Wetlands still requires a lot of development before it can be incorporated into regulations. However, the decision to establish the National Wetland Centre is a significant achievement, even if the details are yet to be decided. Again this self-assessment appears a bit harsh.

Outcome 4 (Integrated wetland biodiversity planning demonstrated in the Lower Nakdong River Basin) shows both a highly relevant set of outcomes, which have been satisfactory or highly satisfactory in effectiveness and efficiency. The outcomes that have been assessed as highly satisfactory include the collaborative measures for wetland values and the increase in public awareness about wetlands. One of the reasons for success is undoubtedly the fact that there have been no major staff changes in the Nakdong SMU, who have been focused on these aspects for the longest time of any of the offices.

Output 5 (Integrated wetland biodiversity planning demonstrated in the Lower Geum River Basin) shows similar highly satisfactory effectiveness although lower assessment of efficiency (satisfactory) for all outcomes. The focus for the Geum SMU would appear to have been more on strengthened local capacity for collaborative management and conservation strategies, with wetland values, awareness and “ownership” being considered satisfactorily implemented.

Output 6 (Integrated wetland biodiversity planning demonstrated in the Lower Han-Imjin Basin) and its outcomes have been assessed as satisfactory or moderately satisfactory, with only the strengthened technical knowledge rated as moderately unsatisfactory. To some extent this probably reflects the short time with which the SMU had to undertake these different activities. However, as with Nakdong SMU they felt most successful with developing collaborative wetland strategies and raising public awareness and ownership.

Key for Table 2

Highly Satisfactory HS = 9-10	KEY	Highly Unsatisfactory HU = 0 - 0.9
Satisfactory S = 7 - 8.9		Unsatisfactory U = 1 - 2.9
Moderately satisfactory MS = 5 - 6.9		Moderately unsatisfactory MU = 3 - 4.9

Table 2: Results of self-assessment of Relevance, Effectiveness & Efficiency of Outcomes & Outputs

	Relevance	Effectiveness	Efficiency	Comment by TE Team
OUTCOME 1: Effective co-ordinated wetlands planning process established and operational at national and local level	S	MS	MS	This would seem to be fairly assessed, although strengthening the mechanisms for intersectoral co-ordination still requires work. The NWRC is in place and has met annually, but collaboration on inland and coastal wetlands seems to be restricted to specific publications, rather than co-ordinated management of wetlands. Enhancing decision makers understanding of wetlands has been effective but has taken a more time and effort than anticipated
Output 1.1: Strengthened mechanisms for inter-sectoral co-ordination	HS	MS	MS	
Output 1.2: Enhanced decision-makers' understanding of wetland policies	MS	S	MU	
OUTCOME 2: Wetland legal, policy and planning framework strengthened and macroeconomic environment supportive of wetlands conservation and sustainable use established	HS	MU	MU	A higher score in this outcome may be justified – Moderately Satisfactory . The TE team consider that significant steps have been made in establishing the National Wetland Conservation Act, in getting agreement on the classification of wetlands, and establishing the national wetland inventory and database. The No Net Loss principle requires more work, but this is a difficult concept to apply and will take time to get right.
Output 2.1: Strengthened ability to integrate wetland issues into national policy and planning framework	HS	MU	MU	
Output 2.2: Knowledge and tools for strengthened development of wetlands planning and policy	HS	MU	MU	

	Relevance	Effectiveness	Efficiency	Comment by TE Team
Output 2.3: Knowledge base and capacity built for undertaking wetland economic valuation to identify incentives and financing mechanisms supportive of wetland conservation	HS	MU	MU	
OUTCOME 3: Regulatory and enforcement framework for sustainable use of wetlands established and enforcement procedures operative	S	MU	MU	The TE team considered that this outcome could also be upgraded to Moderately Satisfactory . The National Wetland Conservation Act is in place and being amended, but its application and linkage with regulations in other sectors still requires work. There has been some success in participatory monitoring of wetlands to observe enforcement (or lack of it)
Output 3.1: Regulatory framework established	S	MU	MU	
Output 3.2: Enforcement procedures operative	MS	MS	MU	

	Relevance	Effectiveness	Efficiency	Comment by TE Team
OUTCOME 4: Integrated wetland biodiversity planning demonstrated in the Lower Nakdong River Basin	HS	S	S	The Nakdong SMU has probably been the most successful in achieving outcomes, and outputs. It has been most successful in the CEPA and demonstration of the values of wetlands, with less success in achieving fully collaborative wetland management, and conflicts with development in the Nakdong Estuary remain.
Output 4.1: Strengthened local institutional capacity and co-ordination for collaborative management	HS	S	S	

	Relevance	Effectiveness	Efficiency	Comment by TE Team
Output 4.2: Development of collaborative wetland conservation strategy demonstrated for Lower Nakdong River Basin	HS	S	S	
Output 4.3: Wetland biodiversity values improved through implementation of collaborative measures	HS	HS	HS	
Output 4.4: Local awareness-raising programme established to promote “ownership” of wetlands	HS	HS	HS	
OUTCOME 5: Integrated wetland biodiversity planning demonstrated in the Lower Geum River Basin	HS	HS	S	The Geum SMU has also achieved a high level of success, although the TE team would rate the overall effectiveness of Outcome 5 at S – Satisfactory, rather than HS. They have been more successful than Nakdong in strengthening local capacities and developing the collaborative wetland strategy and less successful in the CEPA activities
Output 5.1: Strengthened local institutional capacity and co-ordination for collaborative management	HS	HS	S	
Output 5.2: Development of collaborative wetland conservation strategy demonstrated for Lower Geum River Basin	HS	HS	S	
Output 5.3: Wetland biodiversity values improved through implementation of collaborative measures	HS	S	S	

	Relevance	Effectiveness	Efficiency	Comment by TE Team
Output 5.4: Local awareness-raising programme established to promote “ownership” of wetlands	HS	S	S	
OUTCOME 6: Integrated wetland biodiversity planning demonstrated in the Lower Han-Imjin Basin	HS	MS	S	The Han-Imjin SMU assessments have improved since the MTE, because they have had a more time to carry out activities. The overall score of MS – moderately satisfactory is appropriate, and in view of the short time that they have had available, the score of satisfactory efficiency is also appropriate.
Output 6.1: Strengthened technical knowledge base for development planning in Lower Han-Imjin Basin	HS	MU	S	
Output 6.2: Strengthened local institutional capacity and co-ordination for collaborative management	HS	MS	MS	
Output 6.3: Development of collaborative wetland conservation strategy demonstrated	HS	S	S	
Output 6.4: Local awareness-raising programme established to promote “ownership” of wetlands	HS	S	S	

5.4 *Assessment of sustainability of project outcomes*

The assessment of sustainability of project outcomes has been based upon the self-assessment which is shown in Table 3 as a colour-coded matrix assessing whether the sustainability of the outcomes is likely, moderately likely, moderately unlikely or unlikely. The assessment has then been expanded the TE team to cover the different sustainability dimensions – financial resources, socio-political, institutional framework and governance and environmental.

The self assessment shows that the staff consider that all the outcomes are moderately likely to be sustainable, with the Nakdong outcomes being considered as likely to be sustainable.

When this assessment is disaggregated the team considered that the first three outcomes would indeed be moderately likely to be sustainable in all sustainability dimensions. There would appear to be the political will, finances and development of the institutions to ensure this. The environmental aspects of sustainability are feasible to be implemented.

However, the team has considered that because of the uncertainty of both funding and appropriate institutions being developed to take forward the work of the project in the SMU basins, that the sustainability of the work of the SMUs may be moderately unlikely. This points to a need to develop financial and institutional mechanisms to continue the important work of the SMUs.

Table 3: Assessment of sustainability of project outcomes

Outcomes	Sustainability dimension				
	Self assessment	Financial resources	Socio-political	Institutional framework & Governance	Environmental
OUTCOME 1: Effective co-ordinated wetlands planning process established and operational at national and local level	ML	ML	ML	ML	ML
OUTCOME 2: Wetland legal, policy and planning framework strengthened and macroeconomic environment supportive of wetlands conservation and sustainable use established	ML	ML	ML	ML	ML
OUTCOME 3: Regulatory and enforcement framework for sustainable use of wetlands established and enforcement procedures operative	ML	ML	ML	ML	ML
OUTCOME 4: Integrated wetland biodiversity planning demonstrated in the Lower Nakdong River Basin	L	MU	ML	MU	ML
OUTCOME 5: Integrated wetland biodiversity planning demonstrated in the Lower Geum River Basin	ML	MU	ML	MU	ML
OUTCOME 5: Integrated wetland biodiversity planning demonstrated in the Lower Geum River Basin	ML	MU	ML	MU	ML

Likely 7.6 - 10	Moderately unlikely 2.6 - 5.0
Moderately likely 5.1 - 7.5	Unlikely 0.1 - 2.5

5.5 Catalytic role of the project

The catalytic role of the project has been recognized by the Ministry of Environment. In discussions with the VNPD, he indicated that wetlands work would have been the responsibility of one or two government officers within the Nature Conservation Bureau. It would have taken these officers to progress wetland conservation more than double the time to carry out these activities if the project had not been implemented. As it is substantial gains have been made both in the technical, surveys and database, legal and institutional domains, and in terms of public and official awareness, so that there will be a momentum for continuing the work.

The opportunity for capitalizing on Korea's hosting of the Ramsar COP 10 should also not be underestimated in terms of the catalytic contributions of both the project to COP 10 and vice versa. The conference provided the platform for many of the project activities to be brought to the attention of decision makers and general public.



6 Assessment of the Monitoring and Evaluation system

At the MTE, one of the main concerns was that no attention had been paid to monitoring and evaluation and that there was no system in place for following the achievements of activities and outcomes, and hence for taking adaptive management measures. One of the recommendations of the MTE was that a system should be developed both for the project and for the future National Wetland Centre. The national consultant for the MTE and TE, undertook an assignment to study and propose an M & E system for the project. A training seminar in its application was held for staff. This is briefly described below.

6.1 M & E Design

The Monitoring and evaluation (M&E) system was developed for KWP to strengthen the monitoring using the milestone approach. The developed M&E system intended to ensure the relevance between lower tasks and higher goals. The Evaluation system was also developed which can be a model for the future National Wetland Centre.

The developed M&E system was applied to the 2009 KWP tasks. Since the developed system should be planned before the implementation, the results of this exercise cannot represent the actual performance of 2009 KWP program. Total 96 tasks were classified into 23 task types. The average milestone progress for each outcome lay between 68~97 %.

6.2 M & E Plan implementation

Apart from the training and application of the M & E system in mid 2009, no further action has been taken to establish or use the M & E system. It is clear that this action came too late to really incorporate into the framework of the project and establish a monitoring and evaluation culture amongst the staff, and the MOE directors. This also reflects the general absence of mechanisms for M & E within Korean institutions, apart from financial auditing, which, as was made clear during the MTE, is a very different sort of exercise.

6.3 Budgeting and funding for M & E Activities

As a result of the absence of an M & E system, the only budget items for this sort of activity has been:

- Mid-term Evaluation
- Study on the development of an M & E system
- Terminal evaluation

There is no ongoing budget line covering M & E and clearly this needs to be built into the design of the National Wetland Centre if this organization is to become a leader in wetland conservation and demonstrate the importance of adaptive management through appropriate monitoring.

6.4 Monitoring of long-term changes

The Project Document and Logframe provides some of the main indicators of objectives that could be used to monitor long-term changes in terms of wetland area protected and changes in biodiversity. The wetland area protected is the easiest of these indicators suggested. The biodiversity indicators are more difficult and require a much more systematic collection of data or compilation of data provided by other surveys. The KWP did not establish a system for monitoring these changes in biodiversity indicators and the results indicated in the PIR and the GEF biodiversity tracking tools, would appear to be collected on an occasional basis.

The biodiversity indicators and results suggested include:

2. Mean five-year maximum numbers of wader species occurring at >10% of the flyway (or world) population	Variable according to species	No decrease in five-year mean maximum counts	A large number be the <i>Spectacled Teal</i> (about 240,000) have been observed in Geum River estuary, which is estimated to be about 30% of its world population.	A number of Eurasian Oystercatchers (maximum population 2,197), Eurasian Curlew (maximum populaion 4,111), Terek Sandpiper (maximum population 4,972) were observed in Geurm River Estuary from the result of Bird Monitoring conducted by Geum River SMU in 2008.
3. Populations of key species	Variable – to be assessed prior to biodiversity management agreements commencing	Wetlands covered by biodiversity management agreements to show 10% increase in mid-winter wildfowl (geese and ducks) numbers	The population of the <i>White Napped Crane</i> in Han-Imjin Estuary was decreased from about 2,000 in 1980s and 90s to about 150 in early 2000s. It was increased again to be about 220 between 2001 and 2008.	Constant number of Baikal Teals (about 300,000) have wintered in Geum River estuary since 2000 and the population of White-napped Crane was decreased to 82 individuals in 2008 from the monitoring data by Crane Network because of habitat destruction and disturbance such as Janhang Wetland in Han River estuary.
4. Populations of key economically important species	Pre-Project density figures for selected bivalve species in the three demo-sites is being researched	10% increase in the populations of the bivalve <i>Tapes philippinarum</i> in the Nakdong Estuary, the bivalves <i>Macra veneriformis</i> and <i>Macra veneriformis</i> in the Geum Estuary, the crustacean <i>Sesarma intermedium</i> in the Han-Imjin Estuary by end of 4th quarter Year 5.	N/A	The population of the bivalve, <i>Macra veneriformis</i> in the Geum River Estuary has decreased since 2005 (4,492 ton in 2005 to 1,003 ton in 2008) due to decline in the area of habitat, caused by Saemangeum Project and less cultivation of <i>M. veneriformis</i> caused by its weakened price competitiveness. There has been no data available on the population of <i>Tapes philippinarum</i> in Nakdong River Estuary since 1990s, nor on <i>Sesarma Intermedium</i> . (Red-handed Shore Crab) which inhabits in Janghang Wetland. It was designated as Endangered Species Level 2 by MoE. No population data is available.

The conclusion from this is that if these indicators are to be used constructively, a systematic effort should be put in place either to conduct annual surveys, or to compile the data from surveys of other organizations in a standardized way, so that inter-annual comparisons and calculations such five-year means can be made. Without this, any insights that may be drawn from the figures presented above will be largely meaningless, and no improvements in the biodiversity status of wetlands in Korea can be attributed to the project or the National Wetlands Centre in the future.

7 Financial assessment

7.1 Main project finances

The project accounts appear to have been clearly and accurately maintained and the annual audits have not indicated any significant issues. The total expenditure on the project until 3rd QTR in 2009 (from 2004) is \$5,460,711. The project expects that by the end of December the remaining balance will be about USD 34,000, some of which will be used in the final audit. This is shown in Table 4.

Table 4: Project expenditure for 2009 to the end of the project

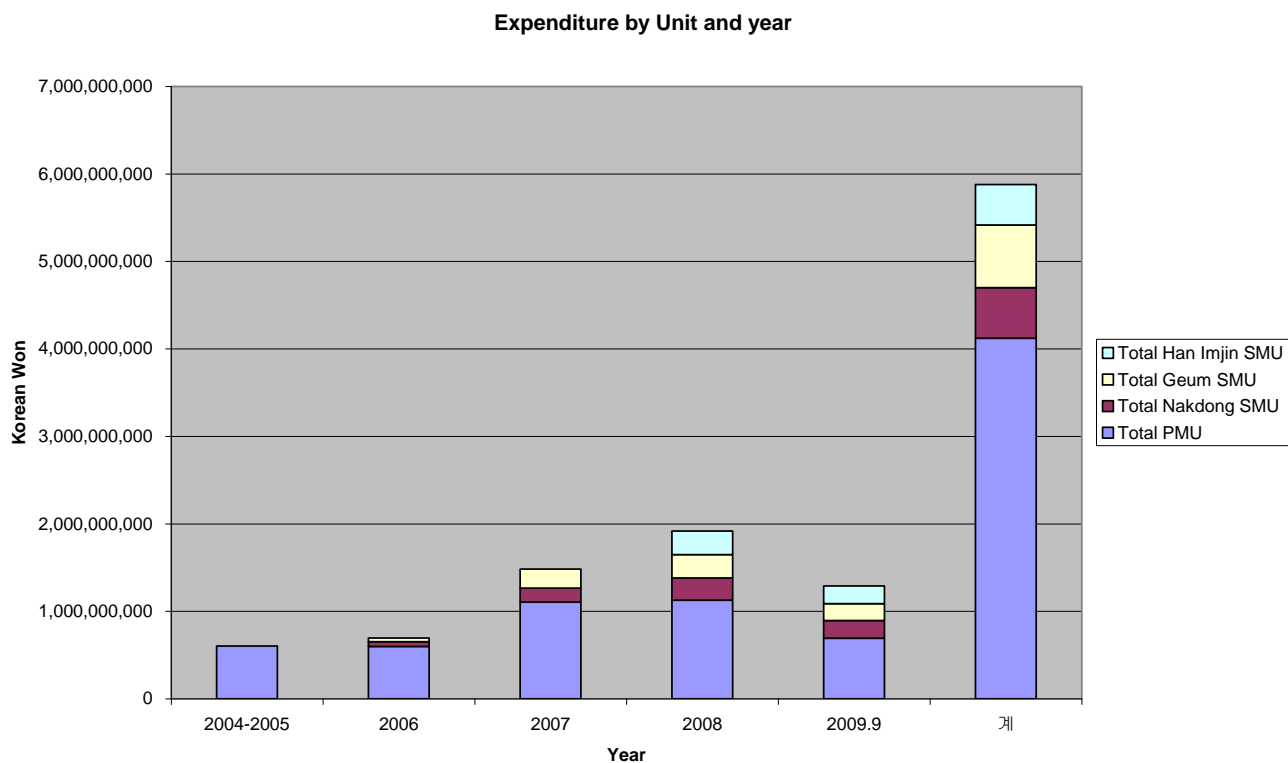
	ROK	GEF	Total
2009 Budget	1,042,700	606,534	1,649,234
Q1, 2, 3	767,864	428,069	1,195,932
Q 4			0
Oct.	169,908	79,215	249,123
Rest	54,520	66,966	121,486
GMS	14,727		14,727
TE		19,065	
Sub-total	1,007,019	593,315	1,600,334
Expected Balance	20,954	13,219	34,173

The proportion of the expenditure by PMU and SMUs is shown in **Error! Not a valid bookmark self-reference.** and illustrated in

Figure 3 . The PMU incurred nearly 70% of the total.

Table 5: Percentage of total expenditure incurred by each office

	% of total expenditure
PMU	70.98
Nakdong	11.62
Geum	9.27
Han Imjin	8.13

Figure 3: Proportions of total expenditure incurred by PMU and SMUs by year

The following set of piecharts in Figure 4

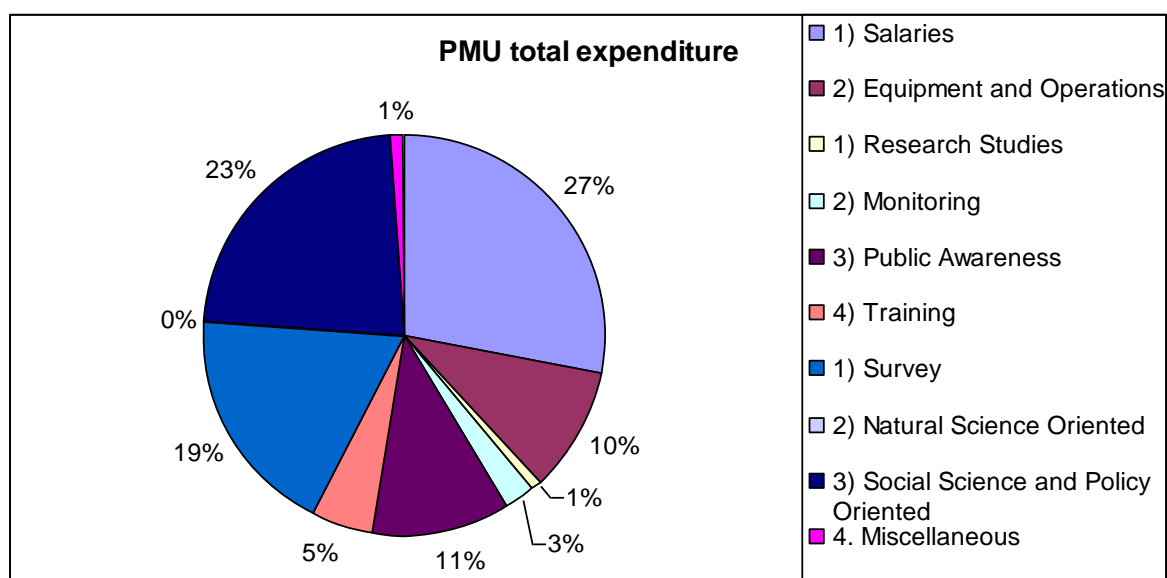
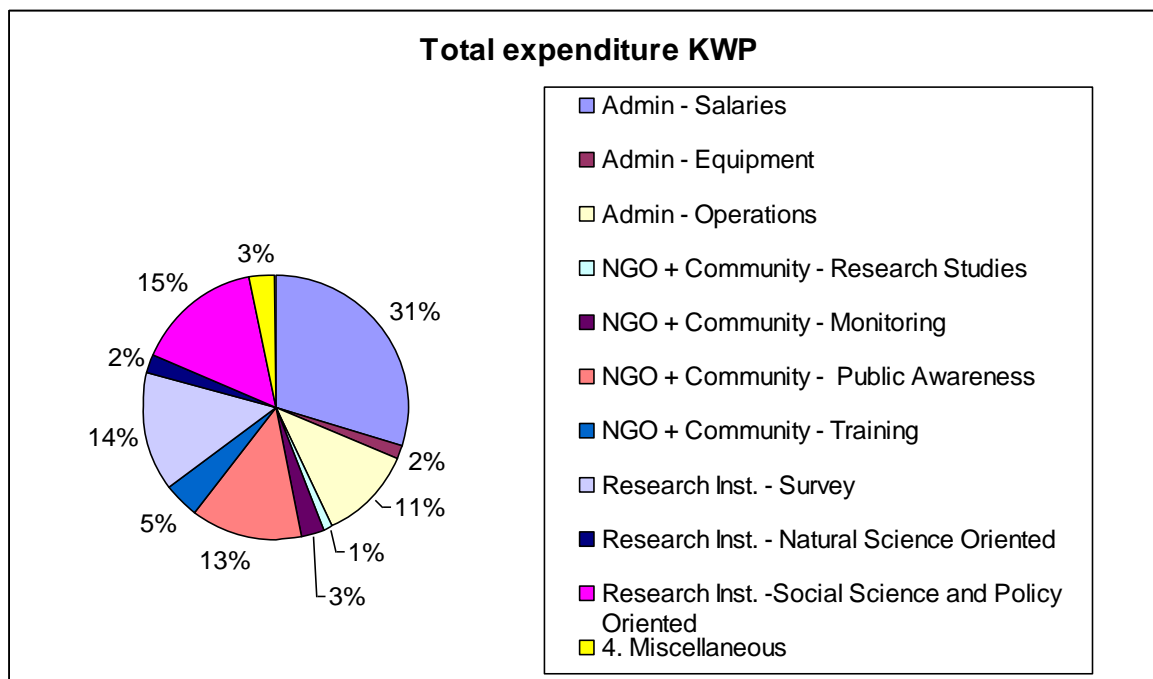
Figure 4 illustrate the ways in which the funds were spent in each of the units. It is clear that salaries take up about 31% of the expenditure, with operations including office utilities, travel and staff meetings etc making up about 11%. Altogether project operational costs amount to about 47% of the expenditure, with 22% being spent on services provided by NGOs and 31% spent on services provided by research institutions. In terms of expenditure on the Ramsar COP10, the project spent about USD 141,000 or about 3% of the total budget.

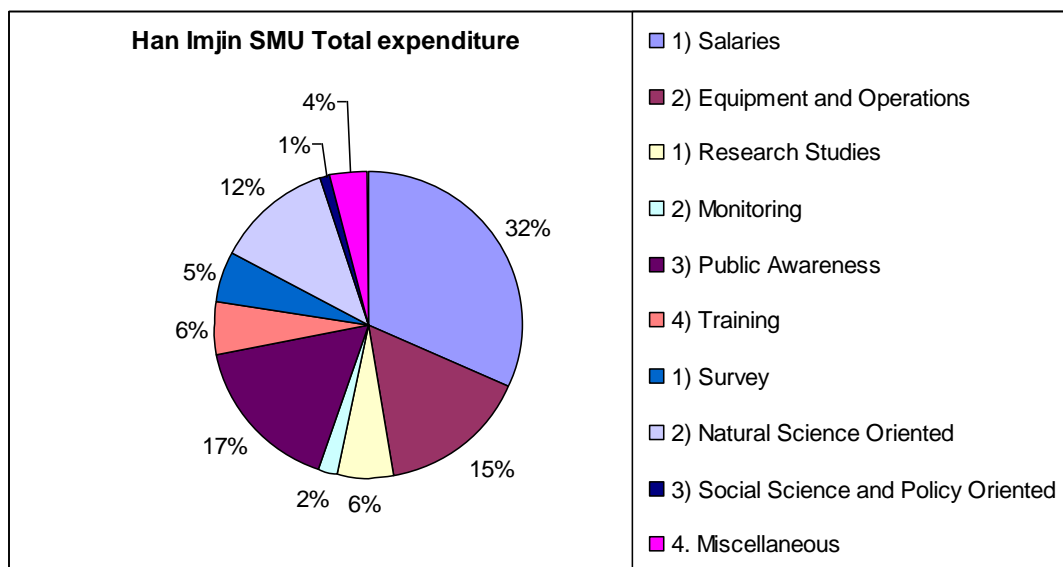
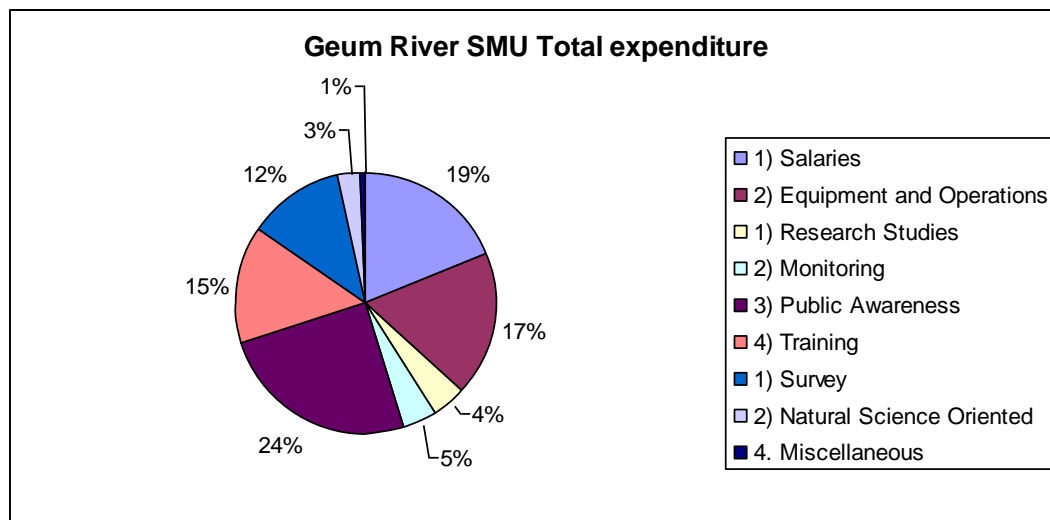
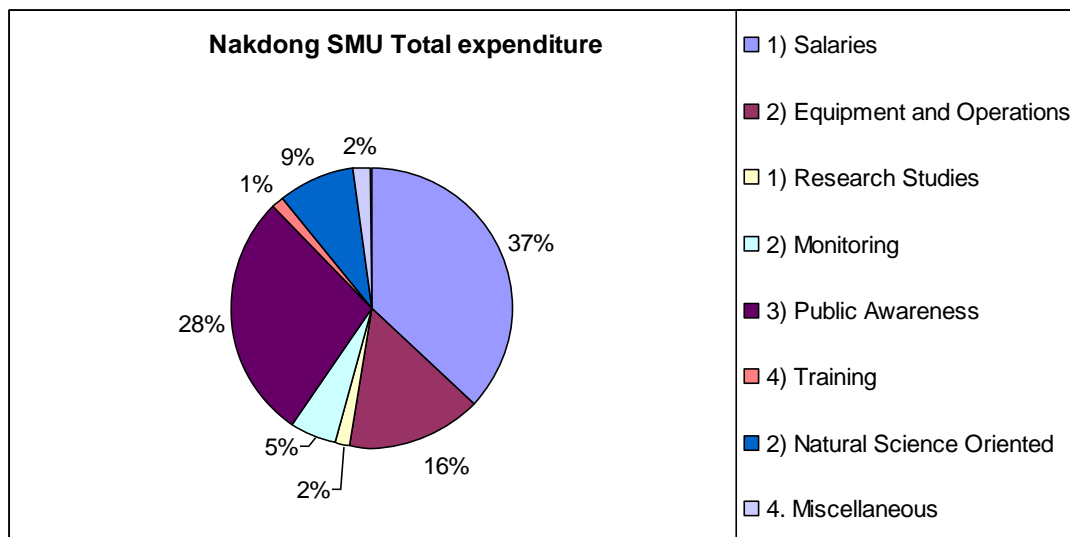
The differences in spending type between the different units provides insight into the focus of their activities. For example, the PMU had key expenditures in social science and policy oriented research (23%), surveys (19%) and public awareness (11%).

Nakdong SMU had a very significant expenditure in public awareness (28%) with lesser expenditures in research and survey and monitoring.

Geum SMU had a more evenly balanced expenditure with public awareness (25%), surveys (12%), and training (15%).

Han Imjin SMU also had a more evenly balanced expenditure with a greater orientation towards nature based research and surveys, training and of course public awareness (17%).

Figure 4: Breakdown of total project expenditure by type and unit



7.2 Co-finance

The Project Document identifies a number of sources of co-finance of which the largest proportion comes as in kind co-finance from local government, with high contributions from the local governments where the three SMUs are located. In the Project Document this local government contribution is calculated at USD 6.04 million. Since there is no detailed breakdown of the local government contribution to the project, it is very difficult to comment on this co-finance. However, the type of in-kind contribution with value of amount and co-financing breakdown are shown below. However, the three SMUs have been effective in working with local government agencies and it is therefore assumed that at least a substantial part of this co-finance has been realized.

Also in the Project Document there were a number of sources of funds from for example, ROK NGOs, Private sector, IUCN, Government of Australia, Ramsar Bureau, WWF, Wetlands International, CITES. The total amounted to USD 833,321. Again the project has recorded some cooperative work with many of these agencies but no additional funds were provided.

However, additional funds were provided by the Government as grants for the project to implement certain activities, and these amounted to USD 260,000. The project was also particularly successful in raising funds from the private sector, local government and local NGOs, especially in Nakdong SMU. The list of activities supported publications, signage, training exercises and many of the CEPA activities. The total amounted to USD 150,000.

Table 6 summarises the co-finance for KWP. As indicated above, no indication is provided for disbursement of the in-kind support of different government and other organizations.

Table 6: Summary of co-finance for KWP

Co-financing (Type/Source)	UNDP Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursement (mill US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants				0.26		0.15	0	0.41	0.00	0.41
Loans/Concessions (compared to market rate)										
Credits										
Equity investment										
In-kind support			6.04	0.08	0.83	0.08	6.87	0.17	N/a	0.17
Other (*)										
TOTALS				0.34		0.23	6.87	0.58	0.00	0.58

Listing of Co-finance attracted by the KWP			
No.	Item	Amount (KRW)	Remarks
PMU - 2004-5			
1	Office operation related MoE Funding	14,000,000	NIER
PMU - 2006			
1	Office operation related	11,000,000	NIER
ND SMU - 2006			
1	Office operation related	1,600,000	Gyeongsangnam-do Development Corp.
		3,200,000	NGO- Masan KFEM
2007			
PMU - MoE Funding			
1	Office operation related	15,000,000	NIER
ND SMU			
	Enterprise supporters		
1	English Camp at Upo Wetland - 2 Buses for transportation	1,400,000	Samsung Techwin
2	Planting Event at Bongam - plant purchasing	1,000,000	Samsung Techwin
3	Tidal Flat - crane lease for cleaning	500,000	Samsung Techwin
4	Support Wetland Demo School		
	Hanlim Elementary School	18,000,000	Korea Land Corp.
	Kaya Elementary School	15,000,000	Korea Housing Corp.
	Hwayang Elementary School	1,000,000	Lotte Department Store
	Changnyung Middle School	10,000,000	Korea Housing Corp.
5	Cleaning Activity for Upo Wetland		
	Crane for removing nets	2,700,000	Korea Housing Corp.
	Bus for transportation	400,000	LG Electronics
	Bus for transportation	400,000	STX Enpaco
6	Big Bird Race		
	Education Program	1,000,000	NGO- People for Bongam Tidal Flat

Listing of Co-finance attracted by the KWP			
No.	Item	Amount (KRW)	Remarks
	Map for Bongam Tidal Flat	1,300,000	Hanwha Corp.
	Mini book for students	550,000	Kyungnam Bank
7	Eco-village Support in the wetland area - village hall reconstruction	50,000,000	Korea Housing Corp.
8	English Camp at Junam Reservoir - the whole expenditure	5,000,000	Changwon City
9	Telescope	10,000,000	Korea Housing Corp.
ND SMU Set-up			
1	Office operation related	9,600,000	Gyeongsangnam-do Development Corp.
	2008		
	PMU		
	MoE Funding		
1	Ramsar Manual Korean Ver. Published	8,000,000	Ramsar T/F Team
2	Recycled paper pencils, notebooks	2,300,000	Ramsar T/F Team (in-kind)
3	Brochure for Photography Exhibition of Streams and Wetland Ecosystem (500copies)	15,000,000	Policy Publicity Team (in-kind)
4	Office operation related	20,000,000	NIER and MoE
	Other sources		
1	International Conference for the Conservation of DMZ in commemoration of Ramsar COP10	70,000,000	1. Gyeonggi Province (60 M KRW) 2. KEI -academic sector (10M KRW)
2	A Guide to Wetland Protection Areas in Korea' publication	10,000,000	MLTM
3	Sponsorship for local NGO Public Awareness Activity	3,000,000	GyeongGi Cultural Foundation - NGO
4	1st meeting for the preparation to establish CEPA Action Plan	1,000,000	Agenda21 Action Council for Gyeonggi-do - NGO
5	PR booth of MoE and KWP during Ramsar COP10	400,000	Gyeongbuk Province
6	World Wetland Day	25,000,000	Gyeonggi Province
	ND SMU		
	ND SMU from Enterprise supporters		

Listing of Co-finance attracted by the KWP			
No.	Item	Amount (KRW)	Remarks
1	Building up biotop activity	8,500,000	Korea Housing Corp.
2	PR booth installation at Ramsar COP10 venue	4,200,000	Samsung Techwin, STX Enpaco, Nonhgyup, Donghwan Industry Corp.
3	Big Bird Race and Kimchi Festival at Junam Reservoir	25,364,600	Korea Housing Corp.
	ND SMU Set-up		
1	Office operation related	7,200,000	Gyeongsangnam-do Development Corp.
	G SMU		
1	Office operation related	8,400,000	Geumgang Environmental Education Center
	2009		
	PMU		
	MoE Funding		
1	World Wetlands Day Event	31,537,400	Nature Policy Division
2	Ramsar Sites of the World' publication	10,000,000	Nature Policy Division
3	Training on Wetland Management (for government officials of developing countries)	100,000,000	Int'l Cooperation Division
	Other sources		
1	Digital Signboard for the advertisement of 'World Wetlands Day' event	20,000,000	1. Entreprise Supporter 2. in-kind
2	Talks for University Students in commemoration of 'World Wetlands Day'	700,000	1. Nakdong Estuary Eco Center - governmental organization 2. Staff and venue sponsorship
3	Ramsar Sites of the World' publication	500,000	1. WWT - NGO 2. editing (in-kind support)
4	PR materials produced (Stickers and magnetics for refrigerator)	400,000	1. Jade - Social Enterprise 2. in-kind
5	Works of art for exhibition during 'World Wetlands Day' event period	1,200,000	1. MLTM (15 pieces) -government DMZ Eco Research Center (20 pieces - NGO)

Listing of Co-finance attracted by the KWP			
No.	Item	Amount (KRW)	Remarks
			2. in-kind
6	3rd preparatory meeting for Shorbirds Network and Educational Workshop	7,000,000	1. Shinan County -government, 2 M KRW 2. Nat'l Park Migratory Birds Center - governmental, 5 M KRW, in-kind, trainers
7	Yeongsan-Seomjin River Network	300,000	1. Jeonnam Research Institute - academic institute 2. support for meeting arrangement and venue provision
8	Training on Wetland Management (for government officials of developing countries)	2,000,000	1. WWT - NGO 2. Trainers
9	Mass Media Wetland Eco-tourism Advertisement sponsorship	20,000,000	1. KBS, SBS, EBS, Hankook Daily Newspaper - major mass media 2. Advertisement (in-kind)
10	Workshop for government officials	500,000	1. Chungju city 2. Beverage provision - in-kind
11	PR materials donated and free-rent of field scope and binocular for eco-tourism	300,000	1. Ecoshop 'Holssi' - private 2. in-kind
	G SMU		
1	Office operation related	8,400,000	Geumgang Environmental Education Center

8 Assessment of processes that affected attainment of Project results

Drawing upon the list of issues taken from the GEF Guidelines for terminal evaluation the following aspects may have affected the process of implementation and sustainability:

8.1.1 Country ownership

The project was supported by a firm financial commitment from the ROK Government, with project execution by the Ministry of Environment. The PMU for the project was housed within the Ministry, under the supervision of the Nature Conservation Bureau. The outward signs of country ownership are clearly present.

However, the project had significant issues of ownership especially at the beginning, including the siting of the proposed 3rd SMU at Cheorwon, which was rejected by local stakeholders, who did not want the project.

It is only in the last half of the project that ownership of the project has been “internalized”. The project’s steady achievements, its ability to identify and occupy the middle ground between Government and NGOs, and the realization that the work that it has done could not have been done in the time without the project, have all contributed to an appreciation and ownership of the work. The fact that both government and the NGO community would like it to continue is evidence that the project is country owned.

8.1.2 Stakeholder involvement

As the comment that came from the Stakeholder meeting indicates, the concept of wetland stakeholders and the way of approaching stakeholder involvement, was not really understood in Korea. The project has achieved a very interesting result in making stakeholder involvement explicit and obligatory in future wetland management and conservation.

However, stakeholder involvement has had its difficulties. There have been unnecessary objections provided by some NGOs to the appointment of the SMU managers in both Geum and Han-Imjin SMUs, which has caused conflict and delays, and sometimes this potential tension has continued under the surface.

The fact that despite these tensions, the project has been able to develop the trust of government agencies, NGOs and local residents, and has managed to bring in partnerships with local businesses for wetland conservation, is evidence that its approach to stakeholder involvement has been very valuable; attempts should be made to continue this approach after the project comes to an end.

8.1.3 Financial planning

The financial planning of the project appears to have been well organized and coordinated, with very limited funds left over at the end of the project.

8.1.4 Implementing agencies supervision and backstopping

The UNDP Seoul office has been the implementing agency, and has maintained close links with the MoE and project staff. It has been supportive in trying to find solutions to the various human resource issues – replacement CTAs and NPCs – that the project has had to face. Backstopping has been provided by UNDP/GEF from the regional office in Bangkok.

8.1.5 Co-financing, project outcomes and sustainability

The financing from the government has been a secure source of funds, and additional funds have been provided by both national and local governments for specific activities. Whilst the decision to establish the National Wetland Centre has been taken, the details of financing, mandate, roles and responsibilities, and staffing of the Centre have yet to be determined.

The MoE are developing plans for a transitional phase between the end of the project and when the NWC is opened. These will include the continuation of a number of the project staff at the PMU level, though it is not yet clear whether opportunities for continuation of any SMU staff will be available during this transition phase. This has created uncertainty amongst the staff at all levels, and needs to be resolved soon if appropriate staff are not to be lost, because they have had to find other jobs. Since the capacity of staff members has been strengthened through working on the project, it would be advantageous to retain them during the transition period so that their knowledge, skills and expertise can be used when the Wetlands Centre is established.

The valuable work of the SMUs in assisting local government in the development of wetland strategies and site management plans, and in developing local networks of stakeholders and wetland residents, in training and creating general public awareness of the importance of wetlands in the local area, is threatened if the continuity of the work and the staff is lost. It is difficult to recreate the goodwill and trust that underpins this sort of work. The perceived independence of both the NWC and its local branches (if these are created) has been emphasized on a number of occasions to the TE team.

8.1.6 Delays, project outcomes and sustainability

As highlighted in the MTE, the major issue concerning project implementation has been staff turnover. Since the project began there have been numerous staff changes, both within the project and within the Ministry of Environment. There have been two CTAs, four NPCs associated with the PMU. In the Geum SMU there have been three SMU managers. These changes when coupled with frequent changes in NPD and VNPd supervising the project from the MOE have caused delays and loss of leadership. Last year (2008) for example, the project was without an NPC for a total of five months and had three NPCs. The SMU where there have been least staff changes – Nakdong – has arguably achieved the most significant results, and has the highest sustainability assessment.

The frequent staff changes have been the result of both inappropriate appointments, and personal reasons. Both point to the difficulties of finding appropriate senior level project staff, partly due to the short-term nature of such a project, i.e. there is no job security, and

to the constraints of responding to government requests, while not being fully part of the government system, and of having to deal with additional workload beyond the project workplan to meet these requests.

One interesting point that came up in the stakeholder meeting was the fact that the NPC needed to be more of a political manager, and that this was more important than having English language facility. This clearly points to the difficulties experienced with earlier NPCs and the success that the current NPC has had in relations with the MoE, and in keeping the project on course until the end.

Notwithstanding these staff changes and delays, the project has been successful in achieving many of its objectives and the prospects for the continuation of the work through the National Wetland Centre point to the sustainability of the project outcomes.



9 Lessons and Recommendations

9.1 *Lessons learnt*

The lessons learnt include:

- Human resources management and ensuring appropriate staff are appointed and retained is important for the successful achievement of such projects
- Appointment of an NPC who has adequate experience in political management and skills in managing relations with staff, government and stakeholders is as important as technical and language capabilities
- Opportunities for promoting the work of the project and increasing public awareness such as was offered by the holding of Ramsar COP10 in Korea should be taken up enthusiastically, even if these add to workload and lie outside of the original project document
- The need for flexibility in implementing a project of this nature is important if real gains are to be made in wetland conservation. The changes in focus that the project has been able to make to build upon success and experience in CEPA activities, and establish itself as a mediator between government and NGOs, as well as the technical, inventory and policy work has been important
- The interest and awareness of government officials and the general public about wetlands and their importance is quickly lost unless wetland issues continue to be raised and brought to their attention, especially at local level. It can not be assumed that a generally raised level of awareness will be maintained without regular CEPA activities.
- The clear identification of who the wetland stakeholders are, what their respective roles are and how to engage with them is an important lesson that has been demonstrated by the project
- Despite all this excellent work, the pressures on wetlands continue, and wetland biodiversity continues to be threatened. Monitoring of these threats and pressures and their impacts upon wetlands is an important activity that needs to be coordinated and reported on regularly.

9.2 *Recommendations before end of project*

There are certain activities that need to be undertaken before the closure of the project. Most of these seem to be in the process but it is worthwhile repeating them to ensure that they are completed on time. They include:

- Completion of all activities currently being implemented

- Ensuring that outstanding contracts are completed and invoiced
- Preparation of terminal reports, and last quarterly PIR
- In their terminal report, the SMUs should clearly provide lists of ideas for future action with examples based upon experiences. These ideas can then provide the basis for local wetland work to be picked up by the National Wetland Centre and whatever local branches are developed.
- A final internal project meeting should be held with the MOE and all staff to present decisions on National Wetland Centre
- In each SMU, a closing stakeholder workshop with both NGOs and Government officials should be held to hand over results and develop follow-on actions. If possible, some sort of statement on the National Wetland Centre should be provided for this workshop
- Preparing handover arrangements to MOE including equipment, publications, website, managing archives and continued management of the database
- MOE should provide a clear indication as soon as possible to all project staff about the opportunities for the transition phase between the end of the project and establishing the NWC
- A process should be undertaken to help staff find new jobs where required, e.g. through provision of advice and guidance about possible opportunities and references.
- Financial closure in December 2009 and final audit to be undertaken in first quarter of 2010

9.3 Recommendations after end of project

The following activities have been highlighted by SMUs as important for the follow-on after the project ends:

- Working with wetland residents and villages to develop wetland incentives and skills around specific wetlands, which will provide example for extension of these ideas in other wetlands
- Networking between stakeholders is a key activity at local and provincial level. Stakeholders include government officials, NGOs and wetland residents. If this activity can not be supported directly by government, the possibilities of handing over the networking to other organizations should be explored carefully in each SMU area.
- In the Han-Imjin SMU area, the research into restoration of wild scrub – the sedge, *Scirpus planiculmis*, an important food source for geese and cranes should be continued.
- Eco-tourism activities, including eco-tour promotion and the training and support of eco-guides and wetland residents

9.4 Specific recommendations for National Wetland Centre Design

The National Wetland Centre is clearly the most important feature of the project's sustainability. In order for it to be successful attention should be paid to the design of its mandate, roles and responsibilities:

- There has been a clear expressed need for NWC to have degree of independence, so that it can more easily occupy the middle ground between government and NGOs that the project succeeded in doing.
- The interpretation of wetland policies needs close relationship with local governments. The way of working between national level and support for local level government needs to be clearly developed.
- It is recognized that it is difficult for a national centre to deal with local wetland issues in different areas, however there is a clear need for support for local action and wetland management. The possibilities for local branches or representation of the National Wetland Centre needs to be explored
- Maintain international connections. One of the important contributions that the project has made is in extending the linkages with international and regional wetland organizations. The NWC should have some sort of international outreach to continue this, including:
 - Linkage with East Asia Ramsar Regional Centre based in and supported by Gyeongsangnam Province after the Ramsar COP10. This is focused on the provision of regional wetland training.
 - Appreciation for the interesting, cutting-edge work that the project has started e.g. valuation and no net loss approaches for wetland policy with a need for translation and sharing of documents internationally
- There is a clear need for the NWC to develop monitoring system for Korean wetlands that looks beyond the areas of wetland protected and establishes long-term collation of biodiversity monitoring data to determine trends and identify emerging issues. This should be coupled with a monitoring system that considers the achievement of activities and milestones, and outcomes of the work. The aim should be for the NWC to be a leader in wetland monitoring and evaluation
- The NWC should continue the work of the project in raising wetland public awareness. It should develop clear communication and training strategies building on the experience of the PMU and SMUs.

In discussions with the UNDP Representative at the end of the mission, the idea of a post-project evaluation after 2 – 3 years could be very instructive to show how the project has been influential in establishing the necessary legal and institutional frameworks for wetland conservation, and the effectiveness of the National Wetlands Centre.

If this is shown to be good practice, the ROK example could be shared with UNDP COs and used to develop partnerships between the NWC and similar institutions in other developing countries. The ROK is now transforming from being an emerging donor to full-pledged donor by joining OECD/DAC. This could be a good showcase that ROK received technical assistance from UNDP/GEF and based on the experience, ROK can then transfer their best practice to other developing countries.

Annex 1. TOR for the Terminal Evaluation



MINISTRY OF ENVIRONMENT
REPUBLIC OF KOREA

TERMS OF REFERENCE



Terminal Evaluation of the UNDP/GEF Project: ROK/03/G31: Conservation of Globally Significant Wetlands in the Republic of Korea

1. PURPOSE

The evaluation of the UNDP/GEF Project on ROK/03/G31 – Conservation of Globally Significant Wetlands in ROK aims to review the performance of the project from the start up to the end of the project, towards achieving its target objective and outcomes. The review will assess and rate project results, the sustainability of project outcomes, the catalytic effect of the project, and the quality of the project's monitoring and evaluation systems. The evaluation will also identify "lessons learned and best practices" from the Project and offer recommendations that might improve design and implementation of other UNDP/GEF projects.

2. PROJECT BACKGROUND

Globally important wetlands in the Republic of Korea (ROK) are being destroyed and/or significantly altered at an alarming rate and resulting in often irreversible losses of biodiversity and environmental services. The problem has persisted because national and local government agencies have attached little importance to wetlands; biodiversity conservation has been considered a sectoral issue; and there is discordance between growing development demands and natural resource conservation efforts. Macroeconomic and economic strategies focus primarily on achieving short-term economic stability and growth, as pursued by National and Local Governments, private sector and local communities in Korea are seen as the key causative factor in perpetuating this, manifested through a lack of co-ordination between stakeholders, a lack of a coherent policy and economic framework, and a lack of regulation and enforcement.

3. PROJECT OBJECTIVES AND EXPECTED OUTPUTS

The UNDP-GEF initiative aims to redress these issues through a series of actions focused largely on the Central Government, where a key partnership will be established between the Ministries of Environment, Maritime Affairs and Fisheries, and Agriculture through a Memorandum of Understanding to ensure effective implementation of the project. These will be complemented by actions at three demonstration sites representative of the range of globally significant wetland biodiversity in the ROK, where the benefits of integrated wetland planning will be demonstrated and documented for replication across other wetland sites in the ROK.

The Project will promote a collaborative approach to wetland conservation through complementary integration of national and local policy and planning frameworks and by bringing communities directly into the management planning process by helping to influence local development policies, developing incentives for community-based conservation activities, and promoting the sustainable use of resources. This approach will be pursued through the implementation of strongly inter-related and mutually supportive nationally- and locally-based project activities to reach the following six outputs:

- 1) Effective coordinated wetlands planning process established and operational at national and local level;
- 2) Wetland policy and planning framework strengthened and macroeconomic environment supportive of wetlands conservation and sustainable use established;
- 3) Regulatory and enforcement framework for sustainable use of wetlands established and enforcement procedures operative; and
- 4-6) Integrated wetland biodiversity planning demonstrated at three globally important watersheds – the Lower Nakdong River Basin; the Lower Geum River Basin; and the Lower Han River – Imjin River Basin.

Building on and reorienting existing baseline activities and development trends, the project's key deliverables will include:

- a) Establishment and effective operation of a National Wetlands Committee;
- b) Establishment of a supportive legal, policy, planning, and economic framework and the institutional mechanisms to ensure its review;
- c) Strengthened technical knowledge base and information storage and retrieval system to aid planning;
- d) Establishment of a comprehensive regulatory framework and the capacity to enforce it;
- e) Establishment of multidisciplinary, transauthority wetland planning committees at three demonstration sites;
- f) Development of collaborative wetland strategic conservation plans at three sites including multiple site management plans and species action plans; and
- g) Raised awareness amongst all stakeholder groups of the functions and values of wetlands to ensure adequate understanding, support and real commitment to wetland conservation and sustainable use.

4. OBJECTIVES OF THE TERMINAL EVALUATION

In accordance with the UNDP/GEF M&E policies and procedures, all regular and medium sized projects supported by the GEF are required to undergo a terminal evaluation upon completion of implementation. The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvement; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned.

Terminal Evaluation (TE) are intended to provide an objective and independent assessment of project implementation and impact, including achievement of global environmental benefits and lessons learned to guide future conservation efforts including the design and implementation of other UNDP and GEF projects. Specifically, the TE will assess the extent to which planned project outcomes and outputs have been achieved, as well as assess the relevance, effectiveness and

efficiency of the project as defined in the GEF Evaluation Office guidelines for Terminal Evaluations. The evaluation will also evaluate the strengths and weaknesses of project design, implementation, monitoring and adaptive management and sustainability of project outcomes, including the project exit strategy. The evaluation covers the entire project including non-GEF financed components.

This Terminal Evaluation will be coordinated by the UNDP Seoul, ROK office, the Project Management Unit (PMU) with the support of the Regional Coordination Unit in UNDP GEF, Bangkok.

5. SCOPE OF THE TERMINAL EVALUATION

This Project completed the Mid-Term Evaluation in August 2008 covering the period from 2004 to 2008, which included very comprehensive assessment in various components as defined in the project document. Under the situation, in consultation with UNDP GEF in Bangkok, it is agreed to update the MTE's assessment what progress has been made since last year, and to give more specific recommendations for how the project can transition from the current structure to the new arrangement upon completion of the project under the proposed National Wetlands Centre.

In line with this, the following assessments will be updated based on MTE Report according to the UNDP GEF Terminal Evaluation Criteria:-

The Terminal Evaluation will involve evaluation, both qualitative and quantitative assessments, at two levels – a) the site level, and b) the overall project level.

The following shall be observed at the site level:

- i) Evaluation of the project implementation in three demonstration sites e.g. Nakdong River, Geum River and Han-Imjin River demonstration sites; and
- ii) Assessments of initial and potential impacts of the project implementation in the respective sites.

At the overall project level, the following shall be observed:

- i) Assessments of planned activities against achievement of outputs, work in progress, as well as the processes involved in the implementation with reference to the Project Document, Project Inception Report, and the budget;
- ii) Assessment of the effectiveness of communication and coordination among the different project sites and the Project Management Unit, as well as the project and the implementing agencies at the national - and state-levels to ensure cross-site interactions, and sharing of information, relevant issues, lessons learnt, best practices and outputs;
- iii) Assessments of the measures taken by the Project in response to the Mid-Term Review report;
- iv) Assessments of preliminary and potential impacts generated by the project;
- v) Adequacy of the project design, i.e. whether it allows flexibility in responding to internal and external changes of the project environment;
- vi) Assessment of implementation difficulties, i.e. whether unexpected constraints and obstacles identified were adequately dealt with, the approaches taken and solutions considered; and

- vii) Strengths and weaknesses of the existing project organizational structure and management arrangements.

6. DETAILS OF THE EVALUATION ASSIGNMENT

The Evaluation will be conducted in line with the UNDP/GEF Monitoring and Evaluation policies and procedures aiming to monitor and evaluate results and impacts, to promote accountability in resource use, as well as to document, provide feedback and disseminate lessons learnt.

To determine the level of achievement of the project's objective and outcomes, the Terminal Evaluation will assess the Relevance, Effectiveness and Efficiency of the Project.

a. Project formulation: Relevance

- Assess the relevance of the Project Objectives and strategies in promoting/demonstrating the conservation of biodiversity in Republic of Korea, within the context of the sustainable development concept adopted by the Country.
- Assess the approach used in design and the appropriateness of problem conceptualization and whether the selected intervention strategy addresses the root causes and principal threats in the project area.
- Assess the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, economic legal and regulatory settings of the project.
- Country Ownership : Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environmental and development interests of Korea.
- Stakeholder involvement: Assess information dissemination, consultation and stakeholder participation in design stage
- Replication Approach: Determine the ways in which lessons and experiences coming out of the project are to be replicated or scaled up in the design and implementation of other projects.
- Other aspects: The Evaluation should assess what UNDP comparative advantages as a GEF Agency for this project were; the consideration of linkages between projects and other interventions within the sector; and the definition of clear and appropriate management arrangements at the design stage.

b. Project Implementation Accomplishments: Effectiveness and Efficiency

Implementation approach

- The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions;
- Initiative and elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed and updated;
- The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives; and
- Adequacy of management arrangements as well as monitoring and backstopping support given to the project by all parties concerned.

Achievements and Progress: This include the followings:-

- The project achievements and progress being made in each of the expected main outputs and their contribution towards the Project Objectives and intended situation defined in the Project Document;
- Key challenges that have emerged in the course of implementation in meeting the Project Objectives and its implications to the delivery of particular outputs;
- The overall institutional arrangements and organizational structure for the project implementation and the effectiveness of the project management in coordinating project work and exchanging information among the key stakeholders and similar initiatives in the country;
- The ability of the Project as a whole to achieve its goals and in this view to recommend changes if necessary for future implementation;
- The adequacy of the project monitoring and evaluation indicators retro-fitted by the Project and the effectiveness of this approach as a tool in project monitoring;
- UNDP's efforts in supporting the project implementation; and
- The execution arrangements and the appropriateness of the funding administration by UNDP, and implementing bodies including MOE, relevant state agencies and local authorities in contributing to the effectiveness of project implementation.

An assessment will include the followings:-

- The actual project cost by outcomes/outputs
- Financial management
- Co-financing/In-kind contribution
- Assessment of the mechanisms for information dissemination in the project implementation and the extent of stakeholders' participation in management
- The production and dissemination of information generated by the project.
- Assessment of Project's contribution to raise awareness of environmental issues and of the GEF
- Stakeholders' participation in project implementation and decision-making and in the process of delivering the major project outputs.
- The establishment of partnerships and collaborative relationships developed by the project with local, national and/or international entities and the effects they have had on project implementation.
- Involvement of governmental institutions in project implementation, the extent of governmental support of the project
- Assessment of project coordination, management and administration provided by the Project Management Unit and the three Site Management Units (SMUs).
- Suggest means of improving the effectiveness of the working relationships and cooperation between and among key government stakeholders.

c. Project Impacts:

- Assess the initial and potential impacts thus far, enumerating positive influences resulted from the project implementation in terms of awareness of biodiversity conservation, inter-sectoral coordination, resources planning, decision-making process and attempts to reduce threats and associated wetlands ecosystems; and
- Determine the long-term project impacts on the sustainable forest management and wise use of biodiversity resources as well as the new initiatives undertaken by other parties referring to the project contributions.

d. Project Sustainability: This should include evaluation of the extent to which the benefits (at the level of outcome) of the project will continue, within or outside the project domain,

after it has come to an end; the commitment of the government to support the initiative beyond the project period. The following four dimensions or aspects of sustainability should be addressed:-

- Financial resources: Assess whether financial and economic resources will be available upon completion of the project, which could come from public and private sectors.
- Socio-political: Assess the project ownership, attempts made to address this and recommend changes required to improve this
- Institutional framework and governance: Assess whether the local institutional structures and enhanced capacity could be sustained beyond the project lifespan
- Comment on the project's contribution to the country's sustainable development and its implementation of the Ramsar Convention and Convention on Biological Diversity.

Ratings of Key Review Criteria

In accordance with GEF Guidelines for Terminal Evaluations, the evaluators will provide ratings for the following as indicated broadly below:-

1) Rate the Relevance, Efficiency and Effectiveness

- HS=Highly Satisfactory – The project had no shortcomings in the achievement of its objective.
- S= Satisfactory – The project had minor shortcomings in the achievement of its objective.
- MS=Moderately Satisfactory – The project had moderate shortcomings in the achievement of its objective.
- MU= Moderately Unsatisfactory – The project had significant shortcomings in the achievement of its objective.
- U= Unsatisfactory – The project had major shortcomings in the achievement of its objective.
- HU = Highly unsatisfactory – The project had severe shortcomings in the achievement of its objective.

2) Rate the Sustainability of project outcomes along four key dimensions e.g. Financial Resources, Socio-Political, Institutional Framework & Governance and Environmental using the following scale:

- L=Likely – There are no negligible risks that affect this dimension of sustainability.
- ML=Moderately Likely – There are moderate risks that affect this dimension of sustainability.
- MU=Moderately Unlikely – There are significant risks that affect this dimension of sustainability.
- U=Unlikely – There are severe risks that affect this dimension of sustainability

3) Rate the Project's M&E system as follows:-

- HS=Highly Satisfactory – There were no shortcomings in the project M&E system.
- S= Satisfactory – There were minor shortcomings in the project M&E system.

- MS=Moderately Satisfactory – There were moderate shortcomings in the project M&E system.
- MU= Moderately Unsatisfactory – There were significant shortcomings in the project M&E system.
- U = Unsatisfactory – There were major shortcomings in the project M&E system.
- HU = Highly unsatisfactory – There were severe in the project M&E system.

7. EVALUATION METHODOLOGY

The evaluation will start with a desk Evaluation of project documentation, especially new reports since August 2008 after MTE was conducted. The project to date will be evaluated on the basis of findings of:

- i) Desk review of formal UNDP/GEF Project Document, outputs, monitoring reports (e.g., Project Inception Report), minutes and reports of all national and SMU level Steering Committee meetings and other relevant meetings, PSC report, Project Implementation Reports (PIR/APR), Quarterly Operational Reports, quarterly progress reports, mission reports, Annual Workplans and Budget Plans, consultant and sub-contractors reports and deliverables, and other internal documents and relevant correspondence;
- ii) Review of all major contracts and deliverables;
- iii) Review of specific products including GIS databases, national (e.g., National Wetland Management Plan) and local wetland management plans and strategies, publications and other project material and reports;
- iv) Review of Communication Strategy and Public awareness activities; publications, media support, the project websites (PMU and SMUs), etc.
- v) Meetings, e-mail/phone and interviews of the principle project stakeholder groups: (1) Senior management from Ministry of Environment and Ministry of Land, Transport and Maritime Affairs, (2) PMU and SMU staff; (3) selected major relevant stakeholders in consultation with evaluators.

8. EVALUATION TEAM

The Evaluation Team will consist of an independent international consultant specializing in natural resources management and one national consultant in biodiversity conservation and social/socio-economy. The international consultant will be designated as the team leader who will have the overall responsibility of organizing and completing the review, and submitting the TE report. All the consultants will review the relevant documents for a few days at their respective stations before carrying out field visit and meeting the stakeholders:

The Team Leader is responsible for leading the TE team conducting an independent review of project implementation to date and submitting to UNDP and the Project Steering Committee the summarized results of this in a consolidated TE Report.

As indicated in 5. Scope of the Terminal Evaluation, considering the short-timeframe between MTE and TE which is less than 12 months, it is agreed to hire same international and local consultants who conducted MTE from August to October 2008. Two consultants have the following qualifications.

Qualifications of Team Leader:

Education:

- Degree in natural sciences; with subjects related to biodiversity (especially waterbird) conservation, wetland (freshwater and/or marine) management, or any relevant combination (required)
- Training in project management, project cycle, project evaluation (optional)

Experience:

- A minimum of 15 years working experience in natural resource management, biodiversity conservation, wetland management or related field (required)
- Of which at least 5 years in Integrated Wetland Management (required);
- Demonstrated experience of over 7 years in project management, monitoring and evaluation (required)
- Substantive experience in reviewing and evaluating similar technical assistance projects, preferably those involving UNDP/GEF or other United Nations development agencies and major donors;
- Experience in leading multi-disciplinary and multi-national teams to deliver quality products in high stress and short deadline situations;
- Understanding of political, economic, and institutional issues associated with freshwater and coastal wetland ecosystems in the ROK (desirable);
- Professional experience of migratory waterbird conservation (desirable)
- Professional experience in the ROK or NE Asia (desirable)

Skills and attributes:

- Excellent communication, coordination, and inter-personal skills;
- Strong team builder;
- Excellent analytical, evaluation and report-writing skills; demonstrated ability to assess complex situations in order to succinctly and clearly distill critical issues and draw forward-looking conclusions;
- An ability to assess institutional capacities and incentives (required);
- Computer literate – especially in use of MS Office programmes (required)
- Excellent spoken and written English (required)

Qualifications for National Consultant:

Education:

- Graduate degree in natural sciences; with subjects related to biodiversity (especially waterbird) conservation, wetland (freshwater and/or marine) management, or any relevant combination (required)

Experience:

- A minimum of 10 years working experience in natural resource management, biodiversity conservation, wetland management or related field (required)
- Experience in project management, monitoring and evaluation (preferred)
- Previous experience in reviewing and evaluating similar technical assistance projects in Korea (desirable);
- Understanding of political, economic, and institutional issues associated with freshwater and coastal wetland ecosystems in the ROK (required);

- Professional experience of migratory waterbirds and wetland conservation (desirable)

Skills and attributes:

- Excellent communication, coordination, and inter-personal skills;
- Excellent analytical, evaluation and report-writing skills;
- An ability to assess institutional capacities and incentives (required);
- Computer literate – especially in use of MS Office programmes (required)
- Good spoken and written English (desirable)

9. PROPOSED SCHEDULE

The Evaluation will tentatively start from 15 October 2009 and require a total of two weeks (13 working days) as follows:

- Two-day desk review
- Five-day visit to PMU and meeting with staff members with three demonstration sites (Nakdong River, Geum River, and Han River – Imjin River) at PMU
- Six-day period for report drafting and finalization.

The draft Terminal Evaluation Report should be available for comments five days after the completion of the field visits. The Review Team will finalize the report within two weeks upon receiving comments and feedbacks from stakeholders compiled by UNDP & UNDP/GEF. Detailed schedule will be prepared in due time by UNDP & UNDP/GEF in consultation with the Project Management Unit

10. DELIVERABLES

The expected output of the present evaluation is a comprehensive analytical report that adheres to the following proposed basic structure:

- 1) Executive Summary
- 2) Introduction
- 3) The project and its development context
- 4) Findings and Conclusions
 - a. Project formulation
 - b. Implementation
 - c. Results
- 5) Recommendations
- 6) Lessons learned
- 7) Annexes

11. COSTS

The total cost for the Evaluation Mission is estimated at USD 20,000, which includes consultant fees, their daily subsistence allowances, as well as international and domestic air fares and expenses for any other needed modes of travel (e.g., train).

Annex 1 (must be completed as part of Terminal Evaluation report)

Co-financing

Co-financing (Type/Source)	UNDP Financing (mill US\$)		Government (mill US\$)		Other* (mill US\$)		Total (mill US\$)		Total Disbursemen t (mill US\$)	
	Plann ed	Actu al	Plann ed	Actu al	Plann ed	Actu al	Plann ed	Actu al	Plann ed	Actu al
Grants										
Loans/Concess ions (compared to market rate)										
Credits										
Equity investment										
In-kind support										
Other (*)										
TOTALS										

*Other refers to contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.

Annex 2. Final Meeting Schedule for Terminal Evaluation

ROK/03/G31- Wetlands Project

18 October 2009 (Sunday)		
7:15am	Mr. Peter-John Meynell's arrival from Bangkok by TG 659	
10:00am	Check-in Hamilton Hotel	
PM	Dr. AN Soonmo's arrival from Busan Check-in Hamilton Hotel	
19 October 2009 (Monday)		
10:00am	Meeting with Ms. LEE Hyun-Shin, Programme Manager, UNDP Seoul, ROK, together with national consultant - Venue: UNDP Seoul	UNDP Seoul 790-9565
14:00 – 14:40	Meeting with NPD/VNPD/NPC, Ministry of Environment Mr. JEONG Yeon-Man , Director-General (NPD) Mr. CHO Byoung-og, Director (VNPD) Dr. CHOI Jinha , NPC - Venue: MOE	Wetland PMU 509-7968
15:00 – 18:00	Meeting with PMU staff members (Review progress and results) - Venue: PMU	
20 October 2009 (Tuesday)		
10:00	Meeting with PMU/SMUs (Discussion of terminal evaluation methodology and mission agenda) - Venue: PMU	Wetland PMU 509-7968
14:30 – 16:30	Group Meeting with major stakeholders (List to be confirmed) - Venue: PMU <u>Geum SMU</u> Mr. KIM Hwanyong , Chairperson of Geum PSC and Representative of People for Green World Mr. KIM Eoksu , Geum PSC member and General Director of Agenda21 for Seocheon <u>Han-Imjin SMU</u> Mr. PARK Pyeong-soo , Han-Imjin PSC member and Chairperson of Goyang KFEM Mr. BAEK Chan-hong , Han-Imjin PSC member and Chairperson of the EcoPeace Asia <u>Nakdong SMU</u>	Wetland PMU 509-7968

	<p>Ms. YOU Woo-ja , Eco-guide of Environment Education Culture Center Mr. LEE Insik, Chairperson of Nakdong PSC and NGO Green Gyeongnam 21 Dr. LEE Chan-woo , Gyeongsangnamdo Ramsar Environmental Foundation</p> <p><u>PMU</u> Dr. KIM Jinhan , National Institute of Biological Resources Prof.PARK Kyeong , Sungshin Women's University</p>	
<u>21 October 2009 (Wednesday)</u>		
10:00am	<p>Meeting with Nakdong River SMU (Review progress and results) Ms. LEE Hyun-Joo, Site Manager and staff members - <u>Venue: PMU</u></p>	
2:00pm	<p>Meeting with Geum River SMU (Review progress and results) Mr. KIM Young-Ok, Site Manager - <u>Venue: PMU</u></p>	
<u>22 October 2009 (Thursday)</u>		
10:00am	<p>Workshop with Han-Imjin River SMU (Review progress and results) Mr. JI Woon-Geun, Site Manager and staff members - <u>Venue: PMU</u></p>	
3:00pm	<p>Preparation meeting for the workshop with PMU staff members and SMU site managers - <u>Venue: PMU</u></p>	
<u>23 October 2009 (Friday)</u>		
10:00am	<p>Workshop with PMU/SMU/MOE/UNDP - <u>Venue: PMU</u></p>	
3:00pm	<p>Wrap-up Meeting with Mr. Zhe Yang, Representative, UNDP - <u>Venue: UNDP Seoul</u></p>	
<u>24 October 2009 (Saturday)</u>		
10:00	Departure of International Consultant for Bangkok by TG 659	

Annex 3. Persons met

Ministry of Environment

Dr. JEONG Yeon-Man, Director General, Nature Conservation Bureau, Ministry of Environment. NPD

Mr. CHO Byoung-Ong, Director, Nature Policy Division, Nature Conservation Bureau, Ministry of Environment, VNPB

UNDP. ROK

Mr. YANG Zhe , Representative

Ms. LEE Hyun-Shin, Programme Manager

Stakeholders represented at Stakeholder meeting on Tuesday 20 October

Geum SMU

Mr. KIM Hwanyong, Chairperson of Geum PSC and Representative of People for Green World

Mr. KIM Eoksu, Geum PSC member and General Director of Agenda21 for Seochon

Han-Imjin SMU

Mr. PARK Pyeong-soo , Han-Imjin PSC member and Chairperson of Goyang KFEM

Mr. BAEK Chan-hong , Han-Imjin PSC member and Chairperson of the EcoPeace Asia

Nakdong SMU

Ms. YOU Woo-ja , Eco-guide of Environment Education Culture Center

Mr. LEE Insik , Chairperson of Nakdong PSC and NGO Green Gyeongnam 21

PMU

Dr. KIM Jinhan, National Institute of Biological Resources

Prof. PARK Kyeong, Sungshin Women's University

KWP Staff

Mr. CHOI Jinha, National Project Coordinator (NPC)

Ms. JANG Hyunjoo, Project Assistant (PA)

Mr. MOON Sang Kyun, GIS

Ms. LEE Namue, Public Awareness and Training Officer

Ms. SUNG Gounee Finance Assistant (FA)

Ms. LEE Hyunjoo Site Manager, Nakdong Site Management Unit

Ms. HONG Suyeon Administrative Officer, Nakdong Site Management Unit

Ms. SEOL Eunjeong Finance Assistant, Nakdong Site Management Unit

Mr. KIM Young-ok Site Manager, Geum Site Management Unit

Mr. LEE Byungho Administrative Officer, Geum Site Management Unit

Mr. JEON Hongtae Finance Assistant, Geum Site Management Unit

Mr. JEE Woon Geun Site Manager, Han-Imjin Site Management Unit

Mr. CHEONG Ji-Woong, Administrative Officer, Han-Imjin Site Management Unit

Ms. AHN Hye-kyung, Finance Assistant, Han-Imjin Site Management Unit

Annex 4: Documents reviewed

Among the many documents produced by the project, the following have been reviewed and have proven useful:

UNDP 2004 – Project Brief and Project Document for Korea Wetlands Project

UNDP 2008 – Mid-term Evaluation report for Korea Wetlands Project, prepared by Peter-John Meynell and Dr Soonmo An

KWP 2009 – 4th PSC meeting report (and other PSC meeting reports)

KWP July 2009 – A Study on Development of Wetland health evaluation model for introducing No Net Loss of Wetlands policy

KWP September 2009 – A study on the monitoring and evaluation system development for the Korea Wetland Project, by Dr SoonmoAn.

KWP 2009 – National Wetland Management Plan (translation into English)

KWP October 2008 – A study on developing an Action Plan for National Wetland Centre by Korean Urban Management Association

KWP 2008 – Discovering Wetlands – a guide to the Ramsar Wetlands and Wetland Protected areas of Korea

KWP 2008 – Ramsar sites of the World – exemplary sites demonstrating delivery of the Ramsar goals across the world

KWP – UNDP/GEF Korea Wetland Project information booklet

KWP 2008 – UNDP/GEF Korea Wetland Project Newsletter Issue 09 (summer 2008)

Annex 5: Scoring of ratings of Relevance, Effectiveness, Efficiency, Results and Sustainability

Scoring instructions used in self-assessments of outputs and activities

Relevance Is the activity relevant to the output or output relevant to outcome?

- 1 = not relevant,
- 5 = relevant,
- 10 = very relevant

Effectiveness How effective has the activity been implemented

- 1 = not effective or not well done,
- 5 = effectively implemented,
- 10 = very effective, very well done

Efficiency How efficient has the activity been implemented in terms of resources, financial and human

Did the activity cost more than anticipated?

Did the activity take up too much staff time?

- 1 = activity took up too much time and money,
- 5 = activity achieved on budget and with anticipated staff resources
- 10 = activity achieved with lower resources and time than anticipated

Results Did the results achieved contribute to the output as anticipated?

Were there any unanticipated results, negative or positive

- 1 = activities had less contribution than anticipated, other negative effects
- 5 = activities contributed to outputs as anticipated
- 10 = activities contributed more than anticipated to outputs and had other positive effects

Sustainability Is the activity or the output sustainable in the future?

Can the output be maintained without further work or resources?

Can what has been set up be sustained easily, or will it require further work, institutional support and outside resources?

- 1 = activity not sustainable in the future, needs further work or financial or staff resources to continue
- 5 = activity complete and not requiring any further work or resources
- 10 = activity or output fully sustainable, will be carried on by another institution after project comes to an end

Annex 6: Review of indicators for Objectives and Outcomes

Project Objective & Outcomes	Description of Indicator ⁴	Baseline Level ⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
Development Objective: To ensure maintenance and enhancement of wetland biodiversity of global significance, and ensure sustainable use of wetland environmental goods and service, in the ROK Immediate Objective: To strengthen national and local planning and management systems to reverse current destruction and degradation of wetlands and to achieve effective biodiversity conservation of globally important wetlands in the ROK	1. Area for which land-use is prioritized for conservation	None outside of existing Protected Areas	By the end of the project: 25% of currently unprotected wetlands (inc. rice fields) within Lower Nakdong River Basin, Lower Geum River Basin, and Han River – Imjin River Basin to be given conservation as priority land-use in planning terms	An area more than 1,000 ha in the three demo sites is being allocated for prioritised wetland conservation under a biodiversity contract program.	An area under Biodiversity Management Agreements has increased to approximately 2,000ha in the three demo-sites. An idea called "One Region, One Wetland Protected Area", meaning to promote the designation of, at least, a Wetland Protected Area in a region, is developed and promoted to increase area under wetland conservation program. Since project started 11 new wetland protected areas have been designated, one in Geum SMU area (Chudong Wetland), and one in Han-Imjin SMU area (Han River Estuary); Area protected in Nakdong River Estuary protected area increased from 3.89 sq km to 38.09 sq km. 3 additional Ramsar sites were designated in October 2008
	2. Mean five-year maximum numbers of wader species occurring at >10% of the flyway (or world) population	Variable according to species	No decrease in five-year mean maximum counts	A large number be the <i>Spectacled Teal</i> (about 240,000) have been observed in Geum River estuary, which is estimated to be about 30% of its world population.	A number of Eurasian Oystercatchers (maximum population 2,197), Eurasian Curlew (maximum populaion 4,111), Terek Sandpiper (maximum population 4,972) were observed in Geurm River Estuary from the result of Bird Monitoring conducted by Geum River SMU in 2008.
	3. Populations of key species	Variable – to be assessed prior to biodiversity management agreements commencing	Wetlands covered by biodiversity management agreements to show 10% increase in mid-winter wildfowl (geese and ducks) numbers	The population of the <i>White Napped Crane</i> in Han-Imjin Estuary was decreased from about 2,000 in 1980s and 90s to about 150 in early 2000s. It was increased again to be about 220 between 2001 and 2008.	Constant number of Baikal Teals (about 300,000) have wintered in Geum River estuary since 2000 and the population of White-napped Crane was decreased to 82 individuals in 2008 from the monitoring data by Crane Network because of habitat destruction and disturbance such as Janhang Wetland in Han River estuary.
	4. Populations of key economically	Pre-Project density figures for selected bivalve species in	10% increase in the populations of the bivalve <i>Tapes</i>	N/A	The population of the bivalve, <i>Macra veneriformis</i> in the Geum River Estuary has decreased since 2005 (4,492 ton in 2005 to 1,003 ton in 2008) due to

⁴ This should describe the quantitative indicator

⁵ This should be a quantitative numerical value

Project Objective & Outcomes	Description of Indicator⁴	Baseline Level⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
	important species	the three demo-sites is being researched	<i>philippinarum</i> in the Nakdong Estuary, the bivalves <i>Macra veneriformis</i> and <i>Macra veneriformis</i> in the Geum Estuary, the crustacean <i>Sesarma intermedia</i> in the Han-Imjin Estuary by end of 4th quarter Year 5.		decline in the area of habitat, caused by Saemangeum Project and less cultivation of <i>M. veneriformis</i> caused by its weakened price competitiveness. There has been no data available on the population of <i>Tapes philippinarum</i> in Nakdong River Estuary since 1990s, nor on <i>Sesarma Intermedium</i> (Red-handed Shore Crab) which inhabits in Janghang Wetland. It was designated as Endangered Species Level 2 by MoE. No population data is available.
Outcome 1: Coordinated multi-sectoral planning system recognising importance to biodiversity conservation of wetlands and emphasising their wise-use	1. National Wetlands Committee (NWC)	No NWC in existence or planned	NWC operating and influencing relevant Ministries (e.g. Construction & Transportation) so that their development planning and support leads to a reduction of negative impacts on wetlands	The National Wetland Conservation Act for establishing the National Wetland Review Committee (NWRC) went into effect in 2007 and the first meeting was held in December 2007. The second meeting will be held in September 2008.	2nd NWRC meeting was convened in October, 2008 before Ramsar COP10 and the third meeting will be held in late-2009.
	2. Wetland Planning and Management Guidelines	No guidelines existing or planned	Guidelines for mainstreaming wetland requirements into agriculture, fisheries and aquaculture, and water development are adopted by relevant Ministries and systems are in place within each to ensure that staff follows the guidelines.	Two <i>Wetland Management Guidelines</i> should be produced by MOE and MOMAF according to the <i>National Wetland Conservation Act</i> . MOE established <i>National Wetland Management Framework Plan</i> in December 2006. The <i>National Wetland Management Basic Plan</i> was issued in December 2007, and <i>Guidelines for Wetland Management Action Plan</i> is scheduled to be issued in July 2008.	National Wetland Management Plan, a 5-year management plan, was established in 2007. 2nd Management Plan is planned to be established in 2011. Under the management plan, cities and provinces subsequently are to develop action plans for the wetlands conservation.
	3. Inventory of wetlands: - all ROK wetlands >1ha inventoried to AWI Level 3; - 15 sites/year	National Wetlands Survey initiated in 1999 and 2000 but only 15 sites have been surveyed and only 6-10 sites/year planned. Methodology	- by end of project - from start of Year 3.	- The first stage of establishing <i>National Wetland Inventory (NWI)</i> focused on building framework of inventory, and was completed in June 2007. - Second stage of establishment of <i>NWI</i> which was focused on inventorizing data was signed in July 2007 and will be	Information on 1756 wetlands including this from other organizations was data-based in the NWI. 2008 National Inland Wetland Survey results are also to be included. It will be completed in December, 2009 with a total of 2000 wetlands databased in the inventory.

Project Objective & Outcomes	Description of Indicator⁴	Baseline Level⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
	surveyed to AWI Level 4	inconsistent with international standard.		<p>completed by December 2007.</p> <ul style="list-style-type: none"> - Third stage of establishing the NWI deals with the data from the 2007 survey and will be completed by October 2008. - <i>National Inland Wetland Survey</i> has been conducted since 2000 and will be completed by 2010. - 4 primary wetlands, 27 secondary wetlands were surveyed in 2006; 2 primary wetlands (to AWI Level 3) about 100 secondary wetlands were surveyed in 2007; 2 primary wetlands are being surveyed and nationwide wetland survey (secondary) is being carried out in 2008. 	
	4. Ministries develop plans and support investments based upon incorporating non-monetary economic values of wetlands into their decision-making	No capability of integrating non-monetary economic values of wetlands into sectoral project analysis and investment appraisal procedures	Interviews with planners at Ministries and surveys of studies showing wetland values which were used during planning and decision making	<p><i>Wetland International Economic Valuation of Wetlands Training Module</i> convened in Sept. 2007.</p> <p>A wetland valuation study across 8 primary wetlands is being carried out and will be completed by September 2008. Incentives and disincentives for wetland conservation identified for various decision makers.</p>	The subcontract, 'Economic Valuation of Wetlands in Korea', was completed in Sept. 2008. 4 Major Rivers Maintenance Project will include wetland conservation plan reflecting the result of this subcontract.
	5. National Land Development Plan	Wetlands not currently included	All globally - and nationally-important wetlands recognized in NLDP and conservation given as priority status for land planning purposes	NLDP has a mechanism that brings appropriate care and consideration to wetlands when any development proposal is related to wetlands.	National Wetland Conservation Act restricts the development in the Wetland Protected Areas(Article 13). Referring also to NLDP, the same restriction is applied (Article 8).
	6. Wetland strategic conservation plans for Lower Nakdong River Basin, Lower Geum River Basin, and Han River- Imjin River Basin	No strategic wetland plans in existence or intended.	Wetland strategic conservation plans are reviewed and revised annually with input from stakeholders and monitoring systems	Strategic conservation plans are being prepared for Woopo Wetlands (by South Kyungnam Province), Nakdong Estuary, and Junam Reservoir (by the city of Changwon). There are completed by the first quarter of 2009. The Geum River SMU and the Han River- Imjin River SMU need to start the process.	Site management plan in the Han River Estuary was established by Han River Basin Environmental Office in 2008 and Study on the management plan in Geum River Estuary was completed by Geum SMU in August, 2008. Changwon City preparing to set up site management plans for Junam Reservoir. Nakdong River Estuary Master Plan studied.
	7. Partnership agreed	Poor inter-	Memorandum of	There is no agreement on MOU between	MoE collaborated for then publication of Ramsar

<i>Project Objective & Outcomes</i>	<i>Description of Indicator⁴</i>	<i>Baseline Level⁵</i>	<i>Target Level</i>	<i>Level at 30 June 2008</i>	<i>Level at 30 September 2009</i>
	between MOE, MOMAF, and MOAg (Ministry of Agriculture)	ministerial coordination, cooperation, and communication	Understanding signed by all parties in 2007	MOE, MOMAF, and MOAg but having partnership meetings agreed between the government departments and <i>National Wetland Management Plan</i> is being prepared by MoE and MOMAF together.	COP10 PR materials and a book 'A guide to wetland protection areas in Korea', with MLTM ⁶ . MoE is developing a National CEPA Action Plan in cooperation with MLTM.
	8. National and local species networks and sites networks established and operational	Very few active and operational species or site networks	Networks are fully operational and self-sustaining and have developed meaningful species action plans	Three national species networks (for the crane and the snipe, the blackfaced spoonbill) and site networks are active.	Support for crane network was completed in 2008. Shorebirds Network working with flyway partnership countries and support for Regional Network in Seomjin-Youngsan River Basin are in progress. Han-Imjin River SMU supported Spoonbills Network to hold International Symposium for the conservation of Black-faced Spoonbills on 9 and 10 July, 2008. Korean Shorebird Network and Youngsan-Seomjin River network were established in September and October, respectively in Shinan-gun, Jeollanamdo as a result of supporting Shorebirds Network.
	9. Wetland information seminars conducted for senior National and Local level government officials	Low level of awareness among senior ROK officials about the importance and values of wetlands.	Noticeable changes in attitudes and mindsets about wetlands as reflected in decision making and policy revisions.	At least two training workshops and seminars involving regional and national officials were convened.	Training workshops for government officials were convened in October, 2008 and June, 2009.
	10. Site management plans for Nakdong Estuary, Woopo Wetlands, Junam Reservoir, Geum Estuary, Geum Lake, Han-Imjin Estuary.	Simple, largely single- issue management plans exist for sites in Lower Nakdong Estuary and some for the Han River – Imjin River Basin, however there are none elsewhere.	Site management plans for all demosites are drafted and reviewed and revised annually with input from all stakeholders and monitoring surveys	For the Nakdong SMU, site management plans have been established for Woopo Wetlands and Nakdong Estuary as they are designated sites for national conservation. Junam Reservoir has a plan to do so in 2009.	Site management plan in the Han River Estuary was developed by Han River Basin Environmental Office in 2008. Study to develop the management plan for Seocheon Tidal Flat was conducted by Korea Maritime Institute in November, 2008 and completed in July, 2009.

⁶ MOMAF = renamed Ministry of Land, Transport and Marine Affairs (MLTM) in line with government restructuring

Project Objective & Outcomes	Description of Indicator⁴	Baseline Level⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
Outcome 2: Policy and economic environments supportive of wetlands in place	11. Number of laws, policies, and plans requiring amendment to ensure consistency of wise-use of wetlands	Number revised in 2 nd half of Year 2 (first time recorded)	50% reduction in half-yearly number	A consultation workshop for reviewing <i>National Wetland Conservation Act</i> was held in December 2007. The ACT was amended in February and March 2008, respectively. Feasibility study of implementing a Total Quantity Management of Wetlands (<i>No More Wetland Net Loss</i>) in Korea completed in October 2007	Amendment of Wetland Conservation Act is in progress.
	12. Area of land falling under economic incentives and financing mechanisms for wetland conservation and sustainable use within 3 demo sites	Currently small, but exact area to be established by end of 1 st year of project.	25% increase	Areas of land with economic incentives in Nakdong and Geum River demo-site: ▪ Nakdong River Demo-site: 305 ha in 2007 ▪ Geum River Demo-site: about 300 ha in 2007 ▪ Han/Imjin River Demo-site: about 200 ha in 2007	Areas of land under Biodiversity Management Agreements in 2008; Nakdong Demo-site: 420ha in 2008 and 2009 Geum Demo-site: 1,251ha Han-Imjin Demo-site: 295ha
	13. Review of existing laws, policies and plans; and review/revision of EIA guidelines completed	No review of legislation exists and/or EIA guidelines are outdated		EIA has been constantly reviewed by MOE. The EIA Act was amended in March 2008.	There was no article especially about wetlands in EIA Act. However, most laws on the environment focus on protection, conservation and its management.
	14. National Wetland Classification Standardized	No standardized wetland classification system in Korea		Study on <i>National Wetland Classification</i> was conducted in 2005 by Seoul National University. Three times of questionnaire survey has conducted and had a workshop for a <i>national consensus of the Wetland Classification System</i> in September 2007. The final standardizing process is being continued and will be completed in the third quarter of 2008.	Study on Korean Wetland Type Classification System was completed in December, 2008. Its final report was distributed to wetlands related organizations.
	15. All training courses offered between 1 July 2007 and 30 June 2008			Various training courses have been offered, including six workshops for public officers and the public, two forums, two annual wetland guide training programs in SMUs, and other programs offered in wetland	The training courses are actively conducted, especially for government officials by PMU and citizens by SMUs as a part of CEPA activities.

Project Objective & Outcomes	Description of Indicator⁴	Baseline Level⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
				visiting centres.	
	16. National Wetland Survey methodologies standardized with that of WI Asia	Survey methodologies are variable and not standardized so cannot be replicated	Standardized survey methodologies to make more scientifically accurate to compare surveys between seasons & years.	First <i>Methodology for National Inland Wetland Survey</i> was produced in 2006 and was revised by January 2008 for the second time. It is a part of National Inland Wetland Survey guidelines 2008.	Researchers make full use of the Guideline for National Wetland Survey for inland wetland surveys. The guideline for coastal wetlands survey was published in 2008 by Tidal-flat Research Center, National Fisheries Research and Development Institute.
	17. AWI Toolkit produced	No Toolkit available	Toolkit completed and widely distributed and utilized	Toolkit completed and disseminated to Nakdong and Geum River SMU in 2006.	SMUs developed teaching materials for eco-guide and CEPA materials based on the toolkit.
Outcome 3: Threats to wetland biodiversity reduced through tighter regulations and greater levels of enforcement at demonstration sites	18. CNA for Wetland Enforcement Officers and Agencies approved by PSC	Capacity of wetland enforcement agencies and officers in Korea very low	Subcontracts let for capacity-building and efficiency improvement according to CNA findings – At least 2 training courses conducted each year	2 nd questionnaire survey for CNA was completed in May 2007. Establishment of the Wetlands Center after the project completion has been recommended for the sustainability of the project.	Establishment of the National Wetland Center was finally decided in late-2008. In the Capacity Needs Analysis, National Wetland Center as a comprehensive wetland management unit was suggested to strengthen capacity for stakeholders.
	19. Wetland Regulations Review and Gap Analysis Completed	Wetland law enforcement weak	Develop and legislate “Wetland Sustainable Development Regulations”	Workshop for review of the existing <i>National Wetland Conservation Act</i> was held in September 2007. Review and gap analysis will convene in August 2008.	Wetland Conservation Act is being amended in cooperation with MLTM and Korea Forest Service. It will be completed in October, 2009.
	20. Capacity-based training implemented Framework for NGO monitoring finalized.	No clear role for NGOs to serve as watchdogs for the enforcement of wetland regulations	Framework developed for NGO monitoring of regulations	<i>A Monitoring Project of Primary Wetlands</i> is conducted between July 2008 and April 2009, involving NGOs for monitoring of regulation implementation	Monitoring on wetlands of importance by NGOs was completed in May, 2009. The gross area of 5474.5ha was monitored and the final report will be published in Q3, 2009.
Outcome 4: Integrated wetland biodiversity planning demonstrated in the Lower Nakdong River Basin	21. 25% increase in area of land falling under economic incentives for wetland conservation. No. of Biodiversity Management Agreements approved	Very little land designated for wetland conservation	Increase in % of land area designated for wetland conservation. Official documentation of Biodiversity Agreements.	The size of 245 ha in Nakdong River demo-site had some forms of economic incentives in 2006, and 305 ha in 2007.	The size of 376ha in Nakdong River demo-site had economic incentives in 2008 The size 420ha in Nakdong River demo-site had economic incentives in 2009.
	22. Trans-authority wetland planning	No trans-authority wetland planning	Trans-authority wetland planning will be	Nakdong River demo-site <i>Project Steering Committee</i> was set up in 2006 and has had	The manager of Nakdong River SMU was appointed as a member of Gyeongnam Wetland Conservation

<i>Project Objective & Outcomes</i>	<i>Description of Indicator⁴</i>	<i>Baseline Level⁵</i>	<i>Target Level</i>	<i>Level at 30 June 2008</i>	<i>Level at 30 September 2009</i>
	committee established and operational	committee in existence or planned	established	quarterly meetings since then.	Action Plan Committee. SMU staffs will attend the meeting to involve in the process of action plan establishment in Gyeongnam Province.
	23. Capacity needs of stakeholders identified	No survey of capacity of stakeholders available	Survey completed and widely distributed and utilized	<i>Capacity Needs Analysis</i> (for a wetland center) has been conducted by PMU. No survey of capacity of stakeholders has been done in the area yet.	Eco-tour program demonstration functioned as the capacity needs analysis of eco-guides in the region.
	24. Quarterly training courses for stakeholders convened	Very little training courses	Quarterly training courses for various topics	Quarterly training courses for various participants (ecoguide training) are being annually organized. Quarterly Wetlands Forum	Various training courses are being conducted by PMU and SMUs. They are being evaluated by the survey.
	25. Biodiversity and hydrological overlays produced for 5 taxa at each of 10 sites	Little research for wetland diversity	Overlays produced and workshops convened to determine wetland conservation priorities.	Surveys on overlays were substituted by primary surveys that have been annually carried out nationwide.	Survey on overlays have been conducted as primary surveys by PMU.
	26. Develop a mechanism for promoting collaborative wetland management planning	Poor mechanism system for co-wetland management planning	Trans-consultant and various programs for education and training courses in data collection and analysis	Many stakeholders meetings to discuss the establishment of a mechanism for promoting collaborative wetland management planning and to develop and improve <i>Gyeongnam Wetland Ordinance</i> in 2007. The SPSC has met twice in 2008. Workshops to develop strategic conservation plans for wetlands in Gyeongnam Province were initiated in 2008. Gyeongnam Govt. is planning to set up strategic conservation plan between 2008 and 2009.	National Wetland Center in Upo Wetland and East Asia Ramsar Center are achievements of collaborative wetland management planning. Study on Nakdong River Estuary Master Plan was launched in December, 2008. Local government, NGOs and academic experts consulted for the master plan. Nakdong SMU will suggest Busan City that the result of this study be adopted as a strategic conservation plan.
	27. Wetland Conservation & Site Management plans developed for Woopo Wetlands and Junam Reservoir	Very little mechanism for conservation and management plan	Development of conservation and wise use strategy for Woopo wetlands and Junam Reservoir.	For the Nakdong SMU, site management plans have been established for Woopo Wetlands and Nakdong Estuary as they are designated national conservation sites. Junam Reservoir has a plan to do so in 2009.	Changwon City is developing a long-term management plan of Junam Reservoir. However, it is uncertain that Junam Reservoir would be designated as a Wetland Protected Area.
	28. Species action plans produced and approved by appropriate	Weak basic data system for species	Local species action plans for swans produced and workshop to adopt species action	<i>Monthly simultaneous bird monitoring</i> on wetlands along Nakdong River have been conducted since autumn of 2006 to establish a database for species action plan.	Monthly bird monitoring on wetlands along Nakdong River will be continued by September, 2009 and the final report will be published.

Project Objective & Outcomes	Description of Indicator⁴	Baseline Level⁵	Target Level	Level at 30 June 2008	Level at 30 September 2009
	authorities.		plan held.		
	29. Mechanisms for local community involvement in wetland decision-making tested.	Poor communication with local community	Local communities are actively engaged in collaborative decision-making	Frequent meeting with local communities and decision makers	SMU is developing "local community participation manual" to promote local communities participation in wetland conservation activities.
	30. Public Awareness level raised as indicated by changes in behaviours (personal and community levels) and decision-making	weak mechanism of public awareness programs	Wetlands public awareness needs assessment completed and accepted and awareness materials in place in visitor centres.	Average monthly programs for environmental education for students, visitors, and local people. The Ramsar COP10 conference works as a catalytic event for people in the region.	Various public awareness activities are actively and effectively conducted. Local residents keep attending bird monitoring after training courses on the monitoring.
Outcome 5: Integrated wetland biodiversity planning demonstrated in the Lower Geum River Basin	31. 25% increase in area of land falling under economic incentives for wetland conservation. No. of Biodiversity Management Agreements approved	Very little land designated for wetland conservation	Increase in % of land area designated for wetland conservation. Official documentation of Biodiversity Agreements.	The size of about 300 ha in Geum River demo-site had some forms of economic incentives in 2007 and the agreements continue their operation.	The area of 1,251 ha in Geum River demo-site had some forms of economic incentives in 2008 & 2009.
	32. Trans-authority wetland planning committee established and operational	No trans-authority wetland planning committee in existence or planned	Trans-authority wetland planning will be established	Geum River demo-site <i>Project Steering Committee</i> was set up in 2006 and has had semi-annual meetings since then.	Still in progress (SPSC, Advisory Committee, wetland management committee)
	33. Biodiversity and hydrological overlays produced for 5 taxa at each of 10 sites	Little research for wetland diversity	Overlays produced and workshops convened to determine wetland conservation priorities.	Surveys on overlays were substituted by primary surveys that have been annually carried out nationwide.	Surveys on vegetation and birds in Geum River Estuary, mid-stream of Geum River, Bongseon Reservoir and Yubu-do were completed and the report published.
	34. Mechanisms for local community involvement in wetland decision-making tested.	Poor communication with local community	Local communities are actively engaged in collaborative decision-making	A Site Project Steering Committee (SPSC) and a Consultative Committee (16 members) included various opinions from local communities and frequent meeting with them.	A council was organized to deliberate on wetland conservation, consisting of local governments and Eco-tour Village network.
	35. Public Awareness	weak mechanism of	Wetlands public	Quarterly programs are being organized for	Quarterly programs are being organized for

<i>Project Objective & Outcomes</i>	<i>Description of Indicator⁴</i>	<i>Baseline Level⁵</i>	<i>Target Level</i>	<i>Level at 30 June 2008</i>	<i>Level at 30 September 2009</i>
	level raised as indicated by changes in behaviors (personal and community levels) and decision-making	public awareness programs	awareness needs assessment completed and accepted and awareness materials in place in visitor centres.	students, visitors, and local people.	students, stakeholders, and locals. Training materials for 'Learning by Experience' program are published and distributed.
Outcome 6: Integrated wetland biodiversity planning demonstrated in the Han/Imjin River Basin.	36. Alternative demo-site fully staffed and operational by end of Q3 2007	Original Cheorwon Demonstration Site was not accepted by local communities	Third demo-site able to complete all results within the final years of the Project	MOE proposal for alternative site approved by UNDP/GEF in April 2007, and the SMU has been organized and activated since April 2008. The first SPSC was organised in June 2008 and various activities are underway. An area about 202 ha is under Biodiversity Agreements in 2008 and 211 ha in 2009.	SPSC was organized. An area about 295ha is under Biodiversity Management Agreement in 2009. Surveys on overlays are in progress in cooperation with other organizations. SMU promoted international twinning between Goyang and Qiqihar, China. MOU was signed in May, 2009.