

United Nations Environment Programme

**Barriers and best practices in the integrated
management of mountains ecosystems**

Evaluation ~~Report-report~~ on project GF/CP/5023-01-03

Consultants: V. Mathur and A. Rajvanshi

January-2004

Evaluation and Oversight Unit

Contents

List of acronyms and abbreviations	6
Executive summary	9
I. Project identifiers	13
II. Project rationale and objectives	13
III. Project budget (in United States dollars)	13
IV. Major project outcomes and relative GEF contribution	14
V. Task background	14
VI. Evaluation methodologies and approach	14
VII. Reviews and evaluation of the project activities and outcomes	15
A. Environmental asset management and stakeholders' consultation	15
B. Bishkek Global Mountain Summit	18
C. Best practice guidelines, Mountain Watch and mountain atlas	21
VIII. Other project activities	23
IX. National comprehensive development framework	24
X. Role of United Nations agencies and other international organizations	24
XI. Overall assessment of the project	25
A. Sustainability of environmental benefits and capacity-building	25
B. Level of stakeholder participation	25
C. Country ownership of the project	26
D. Project management	26
E. Financial planning and management	27
F. Review of the budget performance by object codes	28
G. Replicability of the project	31
H. Monitoring and evaluation	31
XII. Overall project rating	34
XIII. Lessons learned	34
A. E-consultations	34
B. Project design	34
C. Coordination and management	35
D. Monitoring and evaluation	35
XIV. Recommendations	35
<u>Annexes</u>	
I. Details of activities under the GEF medium-sized project on barriers and best practices in the integrated management of mountain ecosystems to achieve major project outcomes	38
II. Terms of reference	40
III. List of documentation perused	45
IV. List of persons consulted	48
V. Thematic papers and their relevance to GEF medium-sized project objectives and evidence of best practices and their application	51
VI. Budget performance by object codes for the period January 2003–August 2003 provided by the Fund Programme Management Officer, UNEP, ROE, Geneva	53

List of Acronyms and Abbreviations iii

Acknowledgements iv

Executive Summary v-viii

Main Report 1-25

1. I Project Identifiers 1

2. II Project Rationale and Objectives 1

3. III Project Budget 1

4. IV Major Project Outcomes and Relative Global Environment Facility (GEF) Contribution 2

5. V Task Background 2

6. VI Evaluation Methodologies and Approach 2

7. VII Review and Evaluation of the Project Activities and Outcomes 3-11

7.1 A Environmental Asset Management and Stakeholders Consultation 3-5

7.1.1 Water and Mountain Initiative 3

7.1.2 1 Special Events and Regional Meetings on Building Private and Public Partnership in the Upland and Lowland Nexus and Promotion of Ecological Service Payments 4

7.1.3 2 Establishment of Mountain Commons Trust Fund from non-Global Environment Facility (GEF) Resources 4

7.1.4 3 Establishment of a Mountain Stakeholder Association 5

13.1.14 Linkages with the Convention on Biological Diversity (CBD) Process 5

13.1.25 UN General Assembly Resolution on the International Year of the Mountains 5

7.2 B The Bishkek Global Mountain Summit (BGMS) 6-8

17.2.1 Thematic Papers 6

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

7.2.2 2 Value Addition addition of Thematic thematic Paperspapers, 7
3 The Bishkek Mountain Platform

7.2.3 The Bishkek Mountain Platform, 8

7.3 C Best Practice Guidelines, Mountain Watch and Mountain Atlas, 8-10

7.3.1 1 Case Study study Publication publication in the Special special Issue issue of Mountain Research Development, 8

7.3.2 2 Mountain Watch, 9

7.3.3 3 Mountain Atlas, 9

13.1.14 Interactive Internet Mountain Watch Pportal, 10

13.1.25 ICIMODInternational Centre for Integrated Mountain Development- HKM Region Activities, 10

8.VIII Other Project project Activitiesactivities 8

9.IX National Comprehensive Development Framework 12

10.X Role of United Nations Agencies agencies and other International international Organizationsorganizations 12

11.XI Overall Assessment assessment of the Projectproject 12-20

11.1 A Sustainability of Environmental environmental Benefits benefits and Capacity capacity Buildingbuilding, 12

11.2 B Level of Stakeholders stakeholders pParticipation, 13

13.1C Country Ownership ownership of the Projectproject, 13

13.2D Project Managementmanagement, 14

11.5 E Financial Planning planning and Managementmanagement, 15

11.6 F Review of the Budget budget Performance performance by the Object object Codescodes, 16

13.11 Replicability of the Projectproject, 18

13.22 Monitoring and Evaluationevaluation, 19

12.

XII Overall Project project Rating rating 21

13.XIII Lessons Learnedlearned 21-22

13.1A E consultations, 21

13.2B Project Designdesign, 21

13.3C CoordinaCoordination and Managementmanagement, 22

13.4D Monitoring and Evaluationevaluation, 22

14.XIV Recommendations 23-24

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

15. List of Annexure

25

Annexure I – VI

i

xxiii

List of Acronyms and Abbreviations

BBC	-	British Broadcasting Corporation
ADB	-	Asian Development Bank
AGDN	-	Aga-Khan Development Network
AGTC	-	Aga-Khan Trust for Culture
BGMS	-	Bishkek-Global Mountain Summit
BMP	-	Bishkek Mountain Platform
CBD	-	Convention on Biological Diversity
DGEF	-	Division of Global Environment Facility (UNEP)
FAO	-	Food and Agriculture Organization of the United Nations
COP	-	Conference of Parties
EBRD	-	European Bank for Reconstruction and Development
EOU	-	Evaluation and Oversight Unit
GEF	-	Global Environment Facility
GRID	-	Global Resource Information Database (UNEP)
GEO	-	Global Environmental Outlook
GIS	-	Geographical Information System
GTZ	-	German Agency for Technical Cooperation Gesellschaft für Technische Zusammenarbeit
ICIMOD	-	International Centre for Integrated Mountain Development (Kathmandu, Nepal)
IMIS	-	integrated management information system (UNEP)
IMME	-	integrated management of mountain ecosystems
IUCN	-	World Conservation Union
MENRIS	-	Mountain Environment and Natural Resources Information System (ICIMOD)
HKH	-	Hindu Kush Himalayan Region
ICIMOD	-	International Centre for Integrated Mountain Development
IMIS	-	Integrated Management Information System
IYM	-	International Year of the Mountains
MES	-	Monitoring and Evaluation System
MoU	-	Memorandum of Understanding
MRD	-	Mountain Research Development
MSP	-	Medium-Sized Projects (GEF)
MTR	-	Mid-Term Review
MTW	-	Mid-Term Workshop
PES	-	Payments for Environmental Services
PIA	-	Project Implement Agency
PIP	-	Project Implementation Plan
ROE	-	Regional Office for Europe (UNEP)
SBSTTA	-	Subsidiary Body on Scientific, Technical and Technological Advice (CBD)
TVE	-	Television Trust for the Environment
UNDP	-	United Nations Development Programme
SMD	-	Sustainable Mountain Development
TMI	-	The Mountain Institute
ToR	-	Terms of Reference
UNEP	-	United Nations Environment Programme
UNESCO	-	United Nations Scientific, Cultural and Educational Organization
UNFPA	-	United Nations Population Fund
UNU	-	United Nations University
WCMC	-	World Conservation Monitoring Centre (UNEP)
WWF	-	World Wide Fund for Nature

UNGA — United Nations General Assembly
UNU — United Nations University
WAMI — Water and Mountain Initiative
WCMC — World Conservation Monitoring Centre
WEF — World Economic Forum
WSSD — World Summit on Sustainable Development

Acknowledgements

We are grateful to ~~Mr.~~ Segbedzi Norgbey, Chief, Evaluation ~~& and~~ Oversight Unit (~~EOU~~), UNEP, Nairobi for entrusting us the joint responsibility of conducting this in-depth evaluation. We are thankful to the Chairman, Wildlife Institute of India's Governing Body ~~& and~~ Secretary, Ministry of Environment and Forests, Government of India, New Delhi and the Director, Wildlife Institute of India, ~~Dehradun-Dehradun~~ for granting us necessary permission to take up this prestigious assignment.

We are grateful to ~~Mr.~~ Ahmed Djoghlaif, Director, UNEP/DGEF; ~~Ms.~~ Sheila Aggarwal-Khan, DGEF; ~~Ms.~~ Sandeep Bhambra, Fund Programme Management Officer, UNEP, Nairobi; ~~Mr.~~ David Duthie, GEF Biodiversity Enabling Activities, UNEP, Nairobi; ~~Ms.~~ Mela Shah, Administrative Assistant, Evaluation ~~& and~~ Oversight Unit, DGEF, Nairobi and ~~Dr.~~ Anna Tenberg, Land Degradation Unit, DGEF, UNEP, Nairobi for their cooperation throughout the course of this assignment.

We are thankful to ~~Mr.~~ Frits Schlingemann, Director and Regional Representative, UNEP Regional Office for Europe, Geneva, ~~Mr.~~ Michael Evteev, Fund Programme Management Officer, UNEP, Geneva and other staff for their cooperation and support in conducting this evaluation. We thank ~~Mr.~~ Andrei Iatsenia, Project Manager for providing us valuable updates on the project activities.

We thank ~~Dr.~~ Mark Collins, Director, UNEP-~~WCMC~~ World Conservation Monitoring Centre WCMC, Cambridge and his staff, particularly ~~Mr.~~ Timothy Johnson, ~~Ms.~~ Lera Miles, ~~Mr.~~ Phillip Fox, ~~Mr.~~ Simon Blyth and ~~Ms.~~ Helen Gray for providing us with an updates on the activities carried out by UNEP-~~WCMC~~ World Conservation Monitoring Centre WCMC for this GEF-MSPGEF medium-sized project.

We are grateful to a number of persons who provided valuable information to facilitate this participatory evaluation especially ~~Dr.~~ Martin Price, Director, Centre for Mountain Studies, Perth College, Perth, ~~UK~~ United Kingdom of Great Britain and Northern Ireland, and ~~Dr.~~ Libor Jansky, Senior Academic Programme Officer, Environment and Sustainable Development, United Nations University, Tokyo.

We are also grateful to several key persons at the International Centre for Integrated Mountain Development (ICIMOD), Kathmandu, Nepal for providing giving us useful insight into the project activities that helped us in our evaluation of this project, especially ~~Dr.~~ J. Gabriel Campbell, Director; ~~Dr.~~ Basantha Shrestha, Head, Mountain Environment and Information System and ~~Dr.~~ Eklabya Sharma.

Executive Summary

3-1. The overall objective of the project on ~~barriers and best practice~~ Barriers and Best practice ~~Practices in Integrated Management of Mountains'~~ Practices in Integrated Management of Mountains' was to assist developing countries to promote and enhance the protection and sustainable development of the mountains and their resources globally, as a contribution to the International Year of the Mountains (IYM), the World Summit on Sustainable Development (WSSD) and the Bishkek World Mountain Summit (BGMS). Through collaboration among Global Environment Facility (GEF) implementing agencies and other partners, this ~~Medium-sized Project (MSP)~~ Medium-sized Project (MSP) aimed to identify best practice in GEF and non-GEF projects dealing with biodiversity, climate change, and international waters in the context of integrated management of mountain ecosystems. This project was a major GEF contribution of the GEF to the International Year of the Mountains (IYM), the World Summit on Sustainable Development (WSSD) and BGMS ~~the Bishkek Global Mountain Summit~~ the Bishkek Global Mountain Summit in the year 2002.

4-2. The specific objectives of the project were:

(a) To integrate available information on the status of mountain ecosystems through the Mountain Watch process and support the publication of the Mountain Atlas mountain atlas as a tool for decision making in sustainable mountain development;

(b) To identify the steps needed to accelerate implementation and provide the experiences and lessons as the GEF contribution to the Bishkek Mountain Platform for dissemination at global events such as World Summit on Sustainable Development and the Bishkek World Mountain Summit BGMS in 2002; and

(c) To explore opportunities for building private-public partnerships on the upland-lowland nexus and promoting fair economic valuation of upland ecological surfaces.

5-3. The ~~total project had a total outlay of was~~ total project had a total outlay of was ~~US\$ 2,099,000, of which US\$ 900,000 represented the contribution from the GEF Trust Fund and US\$ 1,199,000 represented the investments under co-financing. Of the GEF contribution, 34 per cent, 22 per cent and 44 per cent respectively were budgeted for the three major project outcomes viz: (i) Environmental Asset Management management and Stakeholders Consultation; (ii) the Bishkek Mountain Platform and Best Practice Guidelines; and (iii) the Mountain Watch and the Mountain Atlas mountain atlas.~~ total project had a total outlay of was US\$ 2,099,000, of which US\$ 900,000 represented the contribution from the GEF Trust Fund and US\$ 1,199,000 represented the investments under co-financing. Of the GEF contribution, 34 per cent, 22 per cent and 44 per cent respectively were budgeted for the three major project outcomes viz: (i) Environmental Asset Management management and Stakeholders Consultation; (ii) the Bishkek Mountain Platform and Best Practice Guidelines; and (iii) the Mountain Watch and the Mountain Atlas mountain atlas.

6-4. The ~~Project Manager~~ Project Manager for this GEF ~~medium-sized project~~ medium-sized project MSP was based in the ~~UNEP Regional Office for Europe (ROE)~~ UNEP Regional Office for Europe (ROE), Geneva. He worked under the technical supervision of the ~~Director, UNEP World Conservation Monitoring Centre (WCMC)~~ Director, UNEP World Conservation Monitoring Centre (WCMC), Cambridge (UK ~~United Kingdom of Great Britain and Northern Ireland~~ United Kingdom of Great Britain and Northern Ireland) and the ~~Regional Director, UNEP-ROE, Geneva, with additional reporting obligations to the Coordinator, Division for GEF Coordination, Nairobi.~~ Regional Director, UNEP-ROE, Geneva, with additional reporting obligations to the Coordinator, Division for GEF Coordination, Nairobi. The fund management was under direction from Geneva with limited input from Nairobi and Cambridge. The direct fund management from Geneva and the multiplicity of ~~coordination~~ coordination arrangements ~~was were~~ was were not effective and allowed the ~~Project Manager~~ Project Manager to operate without any stringent administrative or financial controls.

5. ~~The Evaluation and Oversight (EOU) Unit, UNEP, jointly entrusted the task of an in-depth evaluation of this GEF MSP project to the two consultants. This task was initiated on 4th September, 2003 with an initial four-weeks desk-study at Dehradun followed by a participatory on-site evaluation undertaken at UNEP-ROE, Geneva and UNEP-WCMC World Conservation Monitoring Centre, Cambridge from 5 to 16th October, 2003. The total period of engagement of the consultants was 11 days each. Although not many formal interviews with many stakeholders were not conducted, yet efforts were made to browse the website sites of organizations associated with this project and hold consultations with concerned individuals individuals throughby email-mail.~~ The Evaluation and Oversight (EOU) Unit, UNEP, jointly entrusted the task of an in-depth evaluation of this GEF MSP project to the two consultants. This task was initiated on 4th September, 2003 with an initial four-weeks desk-study at Dehradun followed by a participatory on-site evaluation undertaken at UNEP-ROE, Geneva and UNEP-WCMC World Conservation Monitoring Centre, Cambridge from 5 to 16th October, 2003. The total period of engagement of the consultants was 11 days each. Although not many formal interviews with many stakeholders were not conducted, yet efforts were made to browse the website sites of organizations associated with this project and hold consultations with concerned individuals individuals throughby email-mail.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.44", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.44", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.44", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

6. ~~6.~~ The project has facilitated the launching of the Water and Mountain Initiative (WAMI), a multi-stakeholder forum in partnership with UNEP and ~~the~~ World Economic Forum (WEF), that is likely to improve ~~the~~ private sector participation in the maintenance of watersheds and in ~~putting prioritizing~~ water management ~~in at the forefront of~~ economic development based on the concept of ~~'Payments payments for Environmental environmental Services services' (PES)~~. Independent of this ~~also~~, the ~~World Economic Forum WEF was has also been working towards~~ fostering public ~~private sector partnership in environmental management.~~

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

~~10.7.~~ Some of the preparatory consultations for the ~~BGMS Bishkek Global Mountain Summit~~, including the preparation of ten thematic papers, were supported from the project funds. ~~However, it~~ has been observed, ~~however,~~ that a number of ~~activities for expenses in~~ organizing the ~~BGMS summit~~ (e.g. ~~paying for a national coordinator in Bishkek to organize the summit, paying for advertisements of the summit~~) ~~which was never agreed upon have been were~~ paid for ~~from from~~ this GEF ~~medium-sized project MSP, a procedure which was never agreed upon~~. It seems that some of the other ~~sources of funding funding~~ did not materialize and the GEF funds were used ~~to fund for~~ the core ~~parts costs~~ of the summit. For instance, the GEF budget was used to pay for ~~the following:~~

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

- ~~• An executive secretary to the Kyrgyzstan National Committee in preparation for the summit;~~
- ~~• The presentation on legal aspects of international agreement on mountains; and~~
- ~~• Overall preparation of BGMS the summit – logistics, technical support and summit documentation.~~

Formatted: Bullets and Numbering

~~8.~~ None of this was included in the ~~GEF MSP GEF medium-sized project budget and should have come from other sources of financing, as is noted in the GEF MSP GEF project document. The fund management officer in Nairobi questioned the propriety of these payments as they were not in accordance with the GEF MSP GEF project document. The task manager and the fund management officer, UNEP, ROE, have given no explanation for this diversion of GEF MSP GEF medium-sized project funds away from the project's mandated activities. The~~ ~~However, BGMS Bishkek Global Mountain Summit has, however,~~ initiated new trends of global cooperation in both political and economic areas and was able to evolve and achieve consensus on the following three important agendas:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

~~(a) The Bishkek Mountain Platform;~~

~~(b) The Global Partnership on Sustainable Development of Mountain Areas; and~~

~~(c) The Central Asian Mountain Charter covering the Republic of Kazakhstan, the Kyrgyzstan Republic, Republic of Tajikistan, Turkmenistan and the Republic of Uzbekistan.~~

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

~~8.~~ One of the important outputs of the ~~GEF MSP project~~ was the publication of ten thematic papers, ~~for the BGMS which were~~ prepared by globally ~~recognized~~ experts after extensive consultations to elicit constructive criticism and suggestions ~~for their improvement and to incorporate~~ ~~ion of~~ relevant case studies from regions across the globe. The ten thematic papers include 128 case studies, ~~whose~~ ~~The~~ region ~~wise wide~~ coverage of best practice ~~case studies is as follows:~~ Asia-Pacific (50), Africa (17), Latin America (32), Europe (18), and North America (19). These papers are ~~both the state of the art and knowledge and are~~ unarguably the best available synthesis ~~till to~~ date of ~~the complete range of~~ sustainable mountain development issues, challenges and opportunities ~~which and~~ are of immense value to decision and policy makers. ~~Some A~~ gestation period would be required ~~for the before~~ ~~translat these ion of~~ good management practices ~~are translated~~ into actions in other regions of the world. ~~The~~ ~~However,~~ ~~The~~ successful adoption of good practices will depend, ~~however,~~ on how quickly the information ~~space of dissemination of~~ knowledge about these and the level of ~~and on the extent of~~ national commitments to translate the learning to best practices would ultimately be the determinants of success in the implementation of good practices ~~commitment~~. Despite the well recognized ~~unquestionable~~ merits of the thematic papers, ~~they regrettably omit a detailed~~ a review providing the ~~more specific of the~~ contribution of the ~~GEF funded~~ and the non-GEF ~~funded~~ projects in to development of ~~good management practices is however missing. The~~ ~~Nevertheless, the United Nations University's~~ publication of these papers ~~now~~ as a peer-reviewed edited volume ~~entitled 'Key~~

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Issues for the World's Mountain Regions' by the United Nations University is a further value-addition of this output.
9. has made them even more worthwhile.

10. The Bishkek Mountain Platform (BMP) – the outcome and the key product of the BGMS Bishkek Global Mountain Summit – provides a framework for the stakeholders to contribute to sustainable development in the world's mountain regions. The BMP Bishkek Mountain Platform incorporates the lessons learnt from the series of thematic papers funded from this GEF-MSPGEF medium-sized project and various resolutions and declarations on different aspects of sustainable mountain developments made during the International Year of the Mountains IYM. It includes commitments from mountain States, among other things, inter alia for protecting mountain ecosystems, reducing poverty and ensuring food security in mountain areas. The BMP Bishkek Mountain Platform includes actions to be undertaken at the international, regional and national level including development of integrated policies, charters and conventions between states sharing mountain areas. The BMP Bishkek Mountain Platform provides guidance on Sustainable Mountain Development (SMD) to governments and other agencies to improve the livelihoods of mountain people, enhance protection of mountain ecosystems and promote use of mountain resources more wisely. Commitments in the form of agreements, charters and conventions are the necessary first step for bringing about real change on the ground although global experience suggests that some of these commitments work and some others do not.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

11. The UNEP-WCMC World Conservation Monitoring Centre and the UNEP Mountain Programme in collaboration with GEF, UNEP regional offices, UNEP Global Resource Information Database (GRID) centres and a number of other partners produced the Mountain Watch Report as part of this GEF-MSPGEF medium-sized project. The Mountain Watch Report attempts to provide the first map-based overview of environmental change in the mountain regions and its implications for sustainable development. It presents new global maps to illustrate selected values of mountain ecosystems and the pressures that are causing environmental change. The Mountain Watch Report is an output of consistently good quality with a wide thematic coverage – but lacks in the technical details of the methodology and process used in assessing the status of mountain ecosystems. It is also deficient in providing good examples of map-based assessments in guiding decision-making. In the absence of the mountain atlas (which that could not be produced because the requisite funds could not be raised through co-financing), the Mountain Watch Report in its present form can contribute more in raising awareness rather than in contributing making substantively contribution in decision-making for integrated mountain development.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

12. The activities undertaken by the ICIMOD International Centre for Integrated Mountain Development, Nepal under this GEF-MSPGEF medium-sized project pertaining to development of (a) the mountain geographical information system-GIS portal (b) the mountain atlas and (c) the Mountain Watch as complementary activities to their ongoing Mountain Environment and Natural Resources Information System (MENRIS) Programme in the Hindu-Kush Himalayan (HKH) region, have made a substantial contribution both in terms of advancing technology and in improving the way in which geographical information is managed, enhanced, accessed and leveraged for sustainable development in the Hindu-Kush Himalayan HKH region.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

13. From its inception, stakeholders' participation was the cornerstone of this GEF-MSPGEF project right from its inception. There was, however, a preponderance of male technocrats and academicians over women and grass roots representatives in the various national and international consultations organized during the IYM International Year of the Mountains and the BGMS Bishkek Global Mountain Summit. The country ownership of the project has remained limited to the Republic of Kyrgyzstan and the Carpathian countries.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

14. From the very outset, the project was conceived to draw from the strengths of multiple partners and agencies right from the beginning, so as to ensure adequate and timely planning and efficient coordination of the project. In practice, this arrangement did not work effectively and as a result of which the supervisors were many a time often not updated with on project activities being implemented on the ground by the Project Manager.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

15. 14. Under this GEF medium-sized project—MSP, a major share of the Subsub-Contract contract component has gone to the UNEP- WCMC World Conservation Monitoring Centre, for which it signed two memorandumsums of understanding MoUs. There has been was an expenditure of US\$-30,317 over the agreed amount in the memorandum of understanding MoU for the project on “Support support to the UNEP’s Mountain mountain Programme’programme”, which, according to UNEP- WCMC World Conservation Monitoring Centre WCMC, “happened was done —” in “good faith”, acting upon the instructions of from the Project Manager manager, with the approval of the Fund-fund Management-management Officer officer, UNEP-ROE. However, That said, relying on “good faith” in financial transactions is indicative of inappropriate financial planning. The financial management of this GEF-MSP GEF project also suffered due to the improper functioning of the Integrated-integrated Management-management Information-information System-system (IMIS) at the UNEP offices in, Geneva. Some of the problems relating to the GEF-MSP budgetary revision for this GEF medium-sized project, reallocation and regulation of expenditure were a consequence of inadequately negotiated memorandumsums of understanding MoUs, Contracts and Subsub-Contracts contracts that had been inadequately negotiated in the first place itself. Inadequate financial planning led to a lack-of unclear distinctions between what was GEF-financed and what was co-financed. This resulted in the-the project funding of some non-GEF activities from this project. The Project-project Manager-manager and the Fund-fund Management-management Officer officer, UNEP-ROE, did not employ proper checks and balances and failed to organize timely consultations with supervisors to deal with this situation.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

16. 15. The “Monitoring-monitoring and Evaluation-evaluation System-system (MES)” for this GEF-MSP GEF project as laid out in the project document was not implemented, leading to avoidable coordination problems towards the end of the project. The Project-project Manager-manager did not submit the “Quarterly-quarterly sStatus Reports” reports in time and these too were consistently short of the substantive information required for-to evaluating the success of different milestones achieved under the project. They also lacked documentary evidence of on-the ground project activities and outcomes achieved, making it difficult for the supervisors to monitor the status of the project with respect to outcomes expected and those accomplished. The non-submission of “Mission Reports” by the Project-project Manager-manager further constrained the monitoring of the project’s progress of the project. There was practically no formal monitoring and evaluation process in place right from the inception phase of the project. This GEF-MSP GEF medium-sized project had an agreed-agreed 24-months period for implementation as-per according to the project document but the project funds were so rapidly spent — including on several activities which were not covered under the- project’s budget lines of the project— that it became necessary for the DGEF to go in for a premature ly to termination of the project. This had to be enforced right at the time when the first annual project implementation review was scheduled to start.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

14.17. The ratings for the success of the project implementation on a scale of 1 to 5 with 1 being the highest and 5 being the lowest are:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Attainment of objectives and planned results	4 (Satisfactory)
Attainment of outputs and activities	4 (Satisfactory)
Cost effectiveness	4 (Satisfactory)
Impact	4 (Satisfactory)
Sustainability	5 (Unsatisfactory)
Stakeholders' participation	3 (Good)
Country ownership	4 (Satisfactory)
Implementation approach	5 (Unsatisfactory)
Financial planning and management	5 (Unsatisfactory)
Replicability	5 (Unsatisfactory)
Monitoring and evaluation	5 (Unsatisfactory)

Formatted: Bullets and Numbering

18. 17. Based on individual ratings for each of the criteria listed above, one “good”, five “satisfactory” and five “Unsatisfactory-unsatisfactory” ratings were assigned. Overall, the Project project has been assigned the “s” Satisfactory rating.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Main Report

1.I. Project Identifiers

19. The following are the project identifiers:

14.1(a) Title: Barriers and Best Practices in Integrated Management of Mountain Ecosystems;

14.2(b) Implementing Agency: Global Environment Facility (GEF), United Nations Environment Programme;

14.3(c) Focal Area: Multi-focal with relevance to Biodiversity and International Waters.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: 1", Left

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

2.II. Project Rationale and Objectives

20. The overall rationale of the project was to assist developing countries in promoting and enhancing the protection and sustainable development of the mountains and their resources globally, as a contribution to the International Year of the Mountains (IYM), World Summit on Sustainable Development (WSSD) and Bishkek Global Mountain Summit (BGMS). Through collaboration among GEF implementing agencies and other partners, this medium-sized project (MSP) aimed to identify best practices in GEF and non-GEF projects dealing with biodiversity, climate change and international waters in the context of integrated management of mountain ecosystems. This project was designed and implemented as a major GEF contribution of the GEF to the IYM/International Year of the Mountains, the WSSD World Summit on Sustainable Development and the BGMS Bishkek Global Mountain Summit in 2002.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

21. The specific objectives of the project were:

(a) To integrate available information on the status of mountain ecosystems through the Mountain Watch process and support the publication of the Mountain Atlas as a tool for decision making in Sustainable Mountain Development;

(b) To identify the steps needed to accelerate the implementation and provide the experiences and lessons as the GEF contribution to the Bishkek Mountain Platform (BMP) for dissemination at global events such as the WSSD World Summit on Sustainable Development and the BGMS Bishkek Global Mountain Summit in 2002;

(c) To explore opportunities for building private-public partnerships on the upland-lowland nexus and promoting fair economic valuation of upland ecological surfaces

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

3.III. Project Budget (in United States dollars)

GEF	900,000	
Co-financing	122,000	UNEP (in kind)
	50,000	Government of Kyrgyzstan (in kind)
	166,000	Swiss Development Corporation (cash)
	250,000	Aga Khan Development Network (cash)
	50,000	UN University (cash directly to the Government of Kyrgyzstan)
	36,000	UNESCO (cash directly to the Government of Kyrgyzstan)
Italy (cash)	225,000	Government of

(cash) _____ 300,000 Government Govt. of Germany

Total _____ **(US\$)** _____ **2,099,000**

4.IV. Major Project project o Outcomes and Relative relative GEF Contributioncontribution

22. The major project outcomes, associated investments and relative percentages of GEF contributions are given below:

Major pProject oOutcomes	GEF cContribution (US\$)	Relative Percentagepercentag e
A. Environmental Asset-asset Mmanagement- and Stakeholders-stakeholders' consultations	300,950	34 %per cent
B. Bishkek Mountain Platform	197,950	22 %per cent
C. Best Practice Guidelines, Mountain Watch and Mountain Atlasmountain atlas	401,100	44 %per cent
Total	900,000	100 %per cent

23. Annexure I provides details of the activities and outputs planned to achieve major project outcomes listed as A, B and C above.

5.V. Task bBackground

24. As perAccording to UNEP procedure, several types of evaluation are basedconducted based on the agency, timing and scope of the evaluation-are-conducted. An 'in-depth' or 'independent' evaluation is a comprehensive evaluation that examines a project in its entirety, covering both process and impact evaluation. It looks at the achievements of the project against the stated objectives, the cost effectiveness and the efficiency of delivery of outputs as well as impacts. Thus these evaluations measure performance against the planned activities and assess outcomes and their contributions to a better-managed environment. Information for this type of evaluation is gathered both from primary and secondary sources. Moreover, all projects that have a budget of US\$ \$500,000 and above are subjected to an in-depth or independent evaluation. Based on the requirements of the in-depth evaluation of this GEF MSPGEF project, the consultants were assigned the task of project evaluation by the Chief of the Evaluation and Oversight Unit (EOU), United Nations Environment Programme (UNEP), Nairobi. The evaluation was conducted during the period 4th September to 26th October 2003 (with 11 days assigned to each consultant spread over 8-eight weeks). The consultants' Terms-terms of Reference-reference (ToR)-of-the-consultants for this evaluation are given in aAnnexure II.

6.VI. Evaluation Methodologies methodologies and Approachapproach

25. As per the ToR-terms of reference provided by the EOUEvaluation and Oversight Unit, UNEP, Nairobi, a period of 11 days spread over 8-eight weeks was agreed upon for this evaluation. Of this, nearly 6-six weeks were utilized in the desk study and electronic consultations at Dehradun and 2-two weeks were used in discussions and consultations with key project personnel at two project implementation sites viz. UNEP Regional Office for Europe (ROE), Geneva and UNEP World Conservation Monitoring CentreWCMC (WCMC) at Cambridge and in preparation of the evaluation report. During the 6six-week period of the desk study, we first reviewed the the UNEP's guidance manual for project evaluation, Project-the project Document-document for this GEF MSPGEF project, quarterly progress reports and relevant project correspondence made available to us by UNEP, Nairobi.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

This helped us in developing an understanding about of the project and the issues to be addressed through this evaluation. In addition to this, an extensive review was made of the project documentation. The list of documents that were reviewed by us is given in aAnnexure-III. We also visited the web-websiteb sites and internet portals hosting project-related information and viewed some of video presentations of the project activities.

26. Based on the above, we developed a matrix of project activities covering identified outputs and outcomes, the status of their implementation, and evaluation of the key outputs using the indicators adopted from the UNEP manual with referencereclating to our ForTerms of reference. This matrix was used as a framework for this evaluation.

27. A participatory approach was adopted for this evaluation and as a part of the evaluation process, discussions were held with key project personnel in the UNEP offices in Geneva and Cambridge and other stakeholders to ascertain the degree of attainment of project objectives and outcomes, to assess replicability and sustainability issues, and to identify project benefits and constraints etc. Websiteb sites of organizations associated with the project was-were browsed and emailc-mail consultations were made with a range of stakeholders. The list of persons-those consulted for the project evaluation is given in aAnnexure-IV.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.VII. Reviews and Evaluation-evaluation of the Project-project Activities-activities and Outcomesoutcomes

28. Sections 7.1A through 7.3, B and C provide the review of the three major project outcomes and the associated activities.

7.1A. Environmental Asset—asset Mmanagement and Stakeholders stakeholders' Consultationconsultation

29. One of the important contributions expected from this GEF MSPGEF medium-sized project was to-the achievement of cooperative environmental asset management in mountain regions along with the establishment of alliances ef-between the public- and private stakeholders in the maintenance of the mountain ecosystems for the management of the watershed resources for economic development. Some discussions on this-aspeet-have taken place but no action has so far materialized. The project was expected to promote inter-institutional cooperation in environmental stewardship by sharing responsibility and accountability for the sustainability-sustainability of essential local and downstream products and services such as fresh water supplies, irrigation inputs, hydropower, biodiversity, conservation and tourism. The assessment of the various activities and outputs identified under this sub-component of the project is given below.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.1.1—1. Launch of the Water-water and Mountain-mountain Initiativeinitiative

30. Facilitating on-of the launch of the Water and Mountain Initiative (WAMI), a multi-stakeholder forum in partnership with UNEP and World Economic Forum (WEF), is a positive effort in-towards fostering private sector participation in the maintenance of watersheds and in-putting water management at the forefront of economic development. This initiative-initiative is an outcome of the report on-from the special panel on mountain commons organized by the World Economic Forum WEF in Davos and earlier-referred-referred to as the private-public partnership, "Caring for the Mountain Commons-Commons". Based on the consensus evolved among the participating stakeholders, the key roles and responsibility-responsibilities of the Water and Mountain Initiative WAMI isare:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

(a) —(i) Tto serve as an incubator for public-private partnership that addresses the importance of watershed management for the environment and the need for wise use of water resources in business production cycles;

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

(b) (iii) To contribute to better understanding of the benefits of Payments-payments for Environmental-environmental Services-services(PES); and

(c) (iii) To establish and promote best practices in the management of watersheds and implementation of the concept of payments for environmental servicesPES. It is pertinent to mention that, independent of this project, the World Economic ForumWEF has been working on the public- private partnership on mountain management and is keen to secure a new MSP-medium-sized project on the payments for environmental services approachPES.

31. The Water and Mountain Initiative, which has presently drawn support of from as many as 18 companies, specially with includes in its membership represented by Swiss Re, Alcan, Brugger Consulting and NET Partners (a European Venture-venture Capital-capital from Italy), Umgeni Water (a South African company), Schumberger ete, and as well as many other enthusiastic non- business partners represented by among others, GEF, the Aga Khan Trust for Culture, the United Nations Development Programme (-UNDP), the World Bank, the World Conservation Union (IUCN), the Schwab Foundation for Social Entrepreneurship, and the World Wide Fund for Nature (WWF) International-ete. This initiative has the potential of to becoming a stable platform for promoting best practices in mountain resource- management if a- new GEF-MSPGEF medium-sized project can be leveraged.

32. We have observefound some evidence of the promotion of traditional practices in the management of watersheds through innovative rain-water harvesting and piped water systems for providing access to drinking water, like the one evolved by Directorthe Director, Barefoot College, Tilonia, (India) with support from a Switzerland- based industrial company. Although this initiative is not categorically the output of this GEF-MSPGEF project, (the CD on Rrainw-Water Harvesting harvesting included by the Projeet-project Manager-manager as an output has no relationship with this GEF-MSPGEF project, a fact confirmed in writing by the Director of, Barefoot College, Tilonia), it still merits recognition, as-It is a well- conceived initiative nurtured by a non- governmental agency in response to the recommendations of the WEFWorld Economic Forum Summit held in Davos on a-the public- private partnership, "Caring for the Mountain Commons", held in Davos and has a fair amount of chance of replicability- for the environmental protection of environment of- many mountain regions.

7.1.2-2. Special eEvents and rRegional mMeetings on bBuilding pPrivate and pPublic-private pPartnerships in the Upland-upland and Lowland-lowland Nexus-nexus and Promotion promotion of Eeological-ecological Service-service Paymentspayments

33. The World Economic Forum (WEF)-organized several regional meetings on building public- private partnerships, as part of its own programme, independent of this GEF-MSPGEF medium-sized project. Of these, the European sSummit held in Salzburg, Austria, in September 2002 resulted in high level-of-extensive brainstorming on strategies for-to protecting the common resources such as mountain ecosystems and water. The African Economic Summit held in June 2003 at-in Durban, South Africa, focused on risks associated with the deterioration of water sources. The WEFWorld Economic Forum meeting at Jordan focused on fresh water access, trans-border water sharing and integrated management of water resources. These meetings led to a consensus on UNEP's-the role of UNEP in developing strategies for disaster prevention in vulnerable regions, sustainable mountain management, restoration of degraded watersheds, identification of links between mountains and fresh water and developing legal instruments that-eantto enhance lowland- upland stakeholder partnership. These meetings were instrumental in steering the discussions on topics relevant for-to positively shaping the current and future strategies for building partnerships for upland- lowland cooperation. It is evident from the above that these activities have-beenwere spearheaded-mainly spearheaded mainly by the WEFWorld Economic Forum and that the present this-GEF-MSPGEF project has only provided some catalytic action.

7.1.33. Establishment-Establishment of a Mountain-mountain Commons-commons Trust-trust Fund-fund from non-GEF Resourcesresources

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

34. A trust fund called the 'Water Initiative Trust Fund' was to be established ~~at by World Economic Forum~~ WEF with initial commitments to promote activities in Europe and Asia. Although some of the partners (Alcan, Plastec, Umgeni Water, Murray ~~&and~~ Roberts) had indicated ~~their~~ willingness to contribute to this trust fund, ~~no ground-action~~ ~~has taken place~~ ~~on the ground~~. An evaluation of the impacts that this initiative would have made in terms of significant positive contributions ~~to or~~ ~~outcomes~~ ~~for of~~ improving the mountain environment ~~therefore~~ cannot be ~~therefore~~ done. It is important to mention that this trust fund was to ~~have been~~ capitalized from non-GEF sources and since this project has come to an end, it is evident that this objective has not been fully achieved.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.1.44. ~~Establishment of a Mountain~~ ~~mountain~~ ~~Stakeholder~~ ~~stakeholder~~ ~~Associations~~ ~~association~~

35. This well-conceived activity ~~has not made any major headway under this GEF-MSPGEF project~~. ~~that~~ ~~It~~ could have been effective in promoting and piloting local, sub-regional and trans-boundary stakeholder associations for the overall sustainability of linkages between ~~the~~ local and the regional levels in mountain areas ~~has not made any major headway under this GEF-MSP~~. The special pilot association in Kyrgyzstan called the "Mountain Village Association" is the only association to have been established during ~~the currency of~~ this project. For the replicability of this initiative in other regions of the world, commitments of funding support for such associations will be needed which may not be easy given the ~~critical state of~~ global resources ~~crunch~~.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

14.1.15. ~~Linkages with the~~ ~~Convention on Biological Diversity~~ ~~CBD~~ ~~Process~~ ~~process~~

Formatted: Bullets and Numbering

36. It was envisaged in the ~~Project project Document~~ ~~document~~ that the outcomes of this ~~GEF-MSPGEF project~~ would be integrated ~~into~~ the mountain biodiversity theme, which had been included as one of the three themes for in-depth consideration ~~in at~~ the fourth meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity, held in Bratislava, Slovakia, in 1998. The proposed programme of work on mountain biological diversity was discussed ~~in at~~ the ~~8th~~ ~~eighth~~ Meeting-meeting of the Convention's Subsidiary Subsidiary Body Body on Scientific Scientific, Technical Technical and Technological Technological Advice-Advice (SBSTTA) held in Montreal from ~~10th~~ ~~10~~ to ~~14th~~ ~~14~~ March 2003. We ~~have~~ observed that the outcomes of this ~~GEF-MSPGEF project~~ ~~presently~~ ~~currently~~ ~~do not find~~ ~~have no~~ place in the proposed programme of work developed by the SBSTTA Subsidiary Body on Scientific, Technical and Technological Advice on mountain biodiversity. It was mentioned in the UNEP/CBD/SBSTTA/9/12 provisional agenda of the Subsidiary Body's ninth session, dated ~~28th~~ ~~28~~ July 2003, that, ~~owing~~ ~~to~~ ~~due~~ ~~to~~ time constraints, the ~~Subsidiary subsidiary~~ ~~Body~~ ~~Body~~ could only develop an indicative list of possible actions to be taken under the different goals of the proposed programme of work and decided to complete this pending work at its ~~9th~~ ~~ninth~~ meeting, to be held in Montreal from ~~10th~~ ~~10~~ to ~~14th~~ ~~14~~ November 2003. The matter of integrating this ~~GEF-MSPGEF project's~~ outcomes and future actions in the work programme of the Convention on Biological Diversity CBD on Mountain mountain Biodiversity biodiversity was discussed ~~by us~~ in October, 2003 with the ~~Project project~~ ~~Manager~~ ~~manager~~, the ~~Director~~ ~~Director~~ of UNEP-WCMC World Conservation Monitoring Centre WCMC and the ~~Director of~~ UNEP-ROE, and it was agreed that ~~this they would discuss the matter would be discussed by them at~~ in the SBSTTA Subsidiary Body's on Scientific, Technical and Technological Advice meeting in November, 2003. Our review of the documentation of the SBSTTA Subsidiary Body's on Scientific, Technical and Technological Advice meeting held from ~~10th~~ ~~10~~ to ~~14th~~ ~~14~~ November, 2003 reveals that linkages ~~of between~~ this ~~GEF-MSPGEF medium-sized project~~ with ~~the~~ ~~and~~ the Convention on Biological Diversity CBD process have not occurred. The Convention on Biological Diversity CBD work programme on Mountain mountain Biodiversity biodiversity has not taken cognizance of the outcomes and follow-up actions of this ~~GEF-MSPGEF project~~. This will undermine the replicability ~~of~~ ~~or~~ sustainability of some of the project activities.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

14.1.26. ~~United Nations~~ General Assembly ~~Resolution~~ ~~resolution~~ on the International Year of the Mountains

Formatted: Bullets and Numbering

37. On 20 December 2002, at its fifth-seventh session, ~~t~~ The United Nations General Assembly adopted a resolution ~~57/245~~ on the culmination of the ~~IYM~~ International Year on the Mountains ~~on~~

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

20th 20 December 2002 as A/ RES/ 57/ 245 in its 57th session. Among other things, (The resolution *inter-alia* endorses the Bishkek Mountain Platform, the outcome document of the [BGMSBishkek Global Mountain Summit](#) and agrees actions on 11 points relating to sustainable mountain development.

7.2B. The Bishkek Mountain Summit [Bishkek Global Mountain Summit \(BGMS\)](#)

38. The final event of the [International Year on the Mountains IYM](#) was the Global Mountain Summit held in Bishkek from 28th-28 October to 1st-1 November 2002, in which The 1,553 participants from 82 countries included:ing 30 official governmental delegations, representatives from 59 international organizations, particularly among them [FAOthe Food and Agriculture Organization of the United Nations \(FAO\)](#), [UNEP, UNDP, the United Nations Educational, Scientific and Cultural Organization \(UNESCO\)](#), and the [German Agency for Technical Cooperation \(GTZ\)](#) etc.; international financial organizations such as the World Bank, [the ADBAsian Development Bank](#), and the [EBRDEuropean Bank for Reconstruction and Development](#), etc; [NGOsnon-governmental organizations like](#) Mountain Forum, [the World Association of Mountain People](#), [the Aga Khan Development Network, Earth 3000](#); and many others-partieipated.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

39. Although the organization of the [BGMSBishkek Global Mountain Summit](#) was not the part of the present this [GEF-MSPGEF project](#), a large number of preparatory consultations, meetings and workshops were held globally, which were partially or fully supported by [GEF-MSPGEF project funds](#). At these gatherings, in which consensus over on recommendations concerning the sustainable development of mountain ecosystems were was arrived at for their future discussions and adoption during the [BGMSBishkek Global Mountain Summit](#). These consultations led to the refinement of the [BGMSBishkek Global Mountain Summit](#) agenda and programme and in to the discussions being broughtving the discussions forwards. These consultations also led to to the inclusion of the issues of gender, economic incentives and legal instruments for sustainable mountain development being included in the [BGMSBishkek Global Mountain Summit](#) agenda. The [BGMSBishkek Global Mountain Summit](#) has initiated new trends of global cooperation in both political and economic areas although sustainable financing mechanisms have not been secured. The [BGMSBishkek Global Mountain Summit](#) has been able to evolve and achieve consensus on the following three important undertakingsagenda viz.:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

- (i) Bishkek Mountain Platform;
- (ii) Global Partnership on Sustainable Development of Mountain; and
- (iii) Central Asian Mountain Charter covering the Republic of Kazakhstan, The the Kyrgyzstan Republic, Republic of TajakiTajikistan, Turkmenistan and the Republic of Uzbekistan.

Formatted: Indent: Left: 0.75", Bulleted + Level: 1 + Aligned at: 1.25" + Tab after: 1.5" + Indent at: 1.5", Tab stops: Not at 1.5"

Formatted: Bullets and Numbering

7.2.11. Thematic Paperspapers

40. One of the important components of this [GEF-MSPGEF project](#) was the publication of ten thematic papers for the [BGMSBishkek Global Mountain Summit](#) after the conduct of extensive consultations to elicit constructive criticism and suggestions for further improvement and incorporation of relevant best practice case studies from regions across the globe. A generic template for the preparation of thematic papers was eoveringdeveloped covering: (a)

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

- a Broad definition of the issues; (b)
- State of knowledge; (c)
- Best practice examples; (d)
- Linkages with other themes and processes; and (e)
- Key actions was developed.

Formatted: Bullets and Numbering

41. The International Advisory Board, in collaboration with [UNEP](#), identified the topics and the lead authors, who were all globally recognized experts. The Director, Centre for Mountain Studies & and President of the Mountain Forum, who was identified as the editor of the thematic papers, developed Terms-terms of Referenceeference, templates and the timeline for the preparationg the of

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

thematic papers on in a consistent format. The ten thematic papers include 128 case studies. The regional-wise coverage of case studies is Asia-Pacific (50), Africa (17), Latin America (32), Europe (18), and North America (19). Some case studies cover more than one region. As a result, the number of case studies by region is 138, exceeds exceeding the total number of case studies i.e. of 128. The draft thematic papers were subjected to the global e-consultation process organized by Mountain Forum for over a two-and-a-half-month period during which 63 comments were received. Independent of the e-consultation, the thematic papers were also peer reviewed by the experts from different organizations across the globe.

42. Based on the comments received during e-consultations and the peer review comments, the lead authors prepared final versions of the papers that were subsequently hosted on the web site of the Mountain Forum. These papers have provided examples of best practices and have collated experiences from around the world. These papers They are represent both the state of the art and knowledge in this area and are unarguably the best available synthesis to date of the complete range of sustainable mountain development issues, challenges and opportunities which are of immense value to decision and policy makers. The academic value of these thematic papers and the case studies in disseminating knowledge, technical know-how and lessons learnt from many parts of the world have been summarized in an Annexure V to the present evaluation.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

43. We strongly feel believe that this the high quality knowledge output of this GEF-MSPGEF medium-sized project would will subsequently assist the developing countries in in developing and implementing best practices for that promoting and enhancing the protection and sustainable development of mountains and their resources globally. Some gestation period would will however be required for the translation of good management practices to be translated into actions in other regions of the world. The pace of dissemination of knowledge about the various best practice case studies and the level of national commitments to translate translating the learning into best practices on the ground would will ultimately be the determinantse of the level of success in the implementation of good practices.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

44. A 'matrix of the key actions' derived from the thematic papers and the BGMS Bishkek Global Mountain Summit to be implemented at the global, regional, sub-regional and national levels covering investment, governance and capacity building capacity-building issues is an important outcome of this GEF-MSPGEF project. We have reviewed this matrix and feel that believe it provides a comprehensive framework for sustainable mountain development. It must also be stated that considering the fact that the GEF-MSPGEF project was a global project, translation of the thematic papers should have also been done translated into other languages too and not just confined to translation into the Russian language. One of the outcomes of the GEF-MSPGEF project was a review of more specific contributions of GEF and non-GEF funded project activities in development developing of good management practices. This review has not taken place.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.2.2. Value Addition addition of Thematic the thematic Ppapers

45. As part of the United Nations University's (UNU) mandate to serve as a platform for dialogue and bridge between scholars, practitioners and policy makers, an effort is currently under way to publish the thematic papers as an edited volume under the title Key Issues Issues for the World's World's Mountain Mountain Regions Regions. The two independent peer reviewers of the thematic papers have considered these papers to be of immense value to an international audience for as they addressing new governance issues such as environmental services agreements, local and linked sustainability and re-orientation of education and research to promote sustainable development in mountain systems. They have recommended the publication of these thematic papers as that the United Nations University publishes these papers. UNU's publication subject to appropriate editorial modifications and the inclusion of a new, brief introductory chapter by the editors.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

46. We feel believe that the subsequent publication of the thematic papers that are the key outputs of this GEF-MSPGEF project subsequently by UNU would will be a very valuable add-on extra outcome of this project. The dissemination of Disseminating information about the wide spectrum of mountain issues, practices and interventions through this publication would will immensely benefit the cause of the mountains, for which the GEF-MSPGEF project deserves considerable credit. Director,

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Centre for Mountain Studies, Perth College, UHI Millennium Institute, who is one of the key persons editors responsible for major editing of the papers, and the Senior Academic Programme Officer, Environment and Sustainable Development, United Nations University, Tokyo, Japan, who is responsible for their publication, have confirmed that the United Nations University will publish publication of the thematic papers by UNU as an edited volume, under the title "Key issues for the World's Mountain Regions". This book, which is expected to be available by during the year 2004, will not just be a typical academic text but would will complement the earlier existing works published earlier and would thus be useful for academicians, students, and policy-makers concerned with mountain regions, which This is a topic of increasing global concern, particularly since the inclusion of a chapter on mountains in Agenda 21 and the process leading to the declaration and implementation of the International Year of Mountains, 2002. The fund support for the book is being generated by the United Nations University UNU through many of its partners who would will receive complimentary copies of the books for dissemination through the networks of the project partners, and and via other stakeholders, in order to reach scholars, policy makers and NGOs non-governmental organizations, particularly in developing countries. This would will thus increase the visibility of the project and enhance the overall dissemination of the project output.

7.2.3 3. The Bishkek Mountain Platform

47. The Bishkek Mountain Platform (BMP) was the outcome and the key product of the BGMS Bishkek Global Mountain Summit. It provides a framework for the stakeholders to contribute to sustainable development in the world's mountain regions. The Bishkek Mountain Platform BMP incorporates the lessons learnt from the series of thematic papers funded under the GEF-MSP GEF medium-sized project and the salient features of various resolutions and declarations on different aspects of sustainable mountain development made during the IYM International Year of the Mountains. It includes commitments from mountain state States, among other things, inter alia for protecting mountain ecosystems, reducing poverty and ensuring food security in mountain areas.

48. The Bishkek Mountain Platform BMP includes actions to be undertaken at the international, regional and national level including the development of integrated policies, charters and conventions between state States sharing mountain areas. The BMP It provides guidance for Sustainable sustainable Mountain mountain Development development (SMD) to governments and other non-governmental agencies, for example on how to improve the livelihoods of mountain people, protect mountain ecosystems and use resources more wisely. Thus, the Bishkek Mountain Platform BMP meets this GEF-MSP GEF project objective of providing a forum for enhanced coordination and expanded consultations on issues relating to sustainable mountain development. The BMP It can be accessed through several web sites, particularly <http://mountain.unep.ch> and is thus available to policy makers and practitioners for developing mountain related policy instruments and legislations. The Bishkek Mountain Platform BMP does not need large funds to maintain it – the UNEP-WCMC World Conservation Monitoring Centre WCMC can maintain it on its web-portal under its Mountain mountain Programme programme. Presently, only the Republic of Kyrgyzstan has benefited from the sustainable mountain development SMD guidance in developing mountain-related legislation.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

7.3.C. Best Practice-practice Guidelinesguidelines, Mountain Watch and Mountain Atlasmountain atlas

7.3.1.1. Case Study-study Publication-publication in the Special-special Issue-issue of Mountain Research Development

49. One of the anticipated project outcomes of this GEF-MSPGEF project was the publication of guidelines and a select set of case studies of best practices in a Special Issue of *Mountain Research Development* (MRD) in 2003. *Mountain Research Development* (MRD) is a peer-reviewed quarterly journal that publishes articles from authors from many disciplines associated with mountain environments, resource development and human welfare. Apart from two sections in *Mountain Research Development*, MRD viz. namely "Development and Research-research", in which peer-reviewed papers are published, the sections "on-Mountain Platform", "Mountain Notes", "Mountain Media" and "Mountain Views" regularly publish information on events, activities, statements and views in these sections. As per the publication policy of the *Mountain Research Development* (MRD), is that only previously unpublished articles are accepted for publication, including those not uploaded on the Internet can only be accepted for publication. Through our inquiry with *Mountain Research Development* (MRD)'s editorial office, we have learnt that there is no practice of publishing 'Special special Issue' issues of MRD the journal, sponsored by an organization or dedicated to the results of a specific project. Thus it was not appropriate in the first place to propose the publication of a Special special Issue of *Mountain Research Development* (MRD) as one of the project outcomes, when since its the publication policy of the journal would not have allowed this. Like many other outputs of the project, it was also proposed that the thematic papers were also proposed to be hosted on the Mountain Forum, which is an electronic network. With this, the but this would have made them thematic papers would have further become ineligible for publication in *Mountain Research Development* (MRD), as per according to the journal's publication policy, which disallows publication of any material, uploaded on the Internet internet.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

50. *Mountain Research Development* The MRD has published the *Bishkek Mountain Platform* BMP (Volume 23, No. 1, February 2003, page 88) and has also published information on the key outcomes of IYM the International Year of the Mountains and the United Nations Resolution resolution on the International Year of the Mountains IYM 2003 in the same issue. Similarly, information on Sustainable-sustainable Mountain-mountain Development development, Mountain Mountain Forum Forum Council-council Meeting-meetings and the African Node of the Mountains Forum has been published in MRD the journal (Volume 20, No. 1, February 2000, pp. 92-97). We have noted with concern the erroneous reporting made by the Project-project Manager-manager in his document "MSP Outputs outputs and Supporting-supporting Documentation-documentation", in which, in response to the request for a copy of the Special-special Issue-issue of *Mountain Research Development* (MRD) in 2003 showing the guidelines and the case studies of best practices, he has referred to page 86 of the above issue of MRD the journal. The Project-project Manager-manager has thus sought to convey the an impression that a Special-special Issue-issue of *Mountain Research Development* (MRD) exists whereas the fact is that it neither exists nor it can exist according to the its publication policy of MRD.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

7.3.2. Mountain Watch

51. The UNEP-WCMC World Conservation Monitoring Centre WCMC and the UNEP mountain programme, in collaboration with GEF, UNEP regional offices, UNEP-GRID centres and a number of other partners, have produced the Mountain Watch Report-report as part of this GEF-MSPGEF project. The Mountain Watch Report-report attempts to provide the first map-based overview of environmental change in the mountain regions and its implications for sustainable development. It presents new global maps to illustrate selected values of mountain ecosystems and many of the pressures that are causing environmental change. In addition to the above, Mountain Watch Report also attempts to provide a systematic assessment of mountain ecosystems, using a geographical information system GIS analyses-analysis of global data, presented as a visual, map-based overview of the following:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

- ~~E(i)~~ ecological and social values of mountain ecosystems;
- ~~C(ii)~~ current and potential pressures facing mountain environments and people; and
- ~~T(iii)~~ tools and approaches for sustainable development in mountain areas.

Formatted: Bullets and Numbering

52. While we ~~are~~ ~~were~~ generally impressed by the ~~general~~ quality, and lucid presentation style and coverage of the Mountain Watch ~~Report~~ report, we found the technical details of the methodology and process used in assessing the status of mountain ecosystems wanting. It also does not provide good practical examples of map-based assessments in guiding decision-making. Presently, the Mountain Watch is only a one-off report, largely for building awareness. There is a need to develop mechanisms for its periodic update and also to take this global assessment process to a regional or national level so as to enhance the effectiveness of decision-making on complex mountain issues. The UNEP-WCMC World Conservation Monitoring Centre WCMC has the competence, technical ~~capability~~ capability and possibly also the mandate to spearhead this process beyond the life of this GEF-MSPGEF project.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.3.33. Mountain Atlas

53. In addition to the Mountain Watch ~~Report~~ report, a mountain atlas was listed as another key outcome in the project document of this GEF-MSPGEF medium-sized project. Using a hierarchical approach, from global-level information to regional and range-specific sections, this mountain atlas was designed to provide regional accounts combining thematic maps, landscape and other photographs, satellite models, terrain models, text and tables. Using spatial analyses of ~~geographical information system~~ GIS data to assess values and pressures in mountain ecosystems and where possible ~~enhance~~ enhance these broader perspectives by use of fine-scale local information, the Mountain Watch and the mountain atlas were planned to make a substantive contribution to integrated mountain development and to provide an invaluable information resource for mountain specialists, planners and policy-makers and the concerned public. However, as GEF funds could not be used ~~for to~~ finance finance the production of an atlas and funds through co-financing could not be raised, however, this activity could not be implemented under this GEF-MSPGEF project, although UNEP-WCMC World Conservation Monitoring Centre WCMC had relevant basic datasets, adequate technical skills and the experience of having produced such atlases in the recent past. As the attempts to fundraise approximately US\$ 250,000 for research, spatial analyses, writing, networking, mapping and production work for this atlas by the ~~Project project~~ Manager manager and UNEP-WCMC World Conservation Monitoring Centre WCMC were not successful, this valuable output for sharing information for integrated mountain management could not be produced.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.3.44. Interactive Internet Mountain Watch Portal

54. The UNEP-WCMC World Conservation Monitoring Centre WCMC developed an interactive Mountain Watch ~~Portal~~ portal for the Bishkek Global Mountain Summit that ~~could be~~ was accessible on-line at the ~~site~~ globalmountainsummit.org for the BGMS. A wide range of information was provided and maintained on this portal until the launch of BGMS Bishkek Global Mountain Summit. After the BGMS summit, this portal was not maintained to provide any online access to information relevant to mountain ~~state~~ States. The information can now be accessed only through the ~~site~~ mountains.unep.net. The portal, however, still ~~has~~ includes the thematic papers and other useful information that was generated during the BGMS Bishkek Global Mountain Summit. The ~~as well as the~~ Mountain Watch ~~Report~~ report is also available on this portal. The portal provides interactive use of all the maps contained in the Mountain Watch ~~Report~~ report through the link ~~start.unep-wcmc.org/imaps/mountains~~. This feature of the portal is very useful as it allows the users to effectively explore the data sets and to manipulate the various thematic map layers.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

55. Using the software "~~Web Trends~~ Trends, which" that provides statistics on the trends in use of a ~~website~~ site or web portal, the UNEP-WCMC World Conservation Monitoring Centre WCMC staff ~~have~~ generated the statistics on the ~~Internet~~ Internet Mountain Watch portal for the year 2002. According to the Web Trends ~~Report~~ report, for the period 1 January 2002 to 31 December 2002 there were 32,494 hits on this portal averaging about 89 hits/a day. Users from 104 countries visited this portal and on an average each visitor spent 16.56 minutes ~~in~~ browsing the portal.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

7.3.55. International Centre for Integrated Mountain Development–Hindu Kush Himalayan region ICIMOD-HKH Region Activities activities

56. Under this GEF MSPGEF project, three activities were sub-contracted to the International Centre for Integrated Mountain Development (ICIMOD), Kathmandu, viznamely, the mountain geographical information systemGIS portal, the mountain atlas and Mountain Watch Report-report for the Hindu-Kush Himalayan (HKH)-region. All of these were continuing activities of the International Centre for Integrated Mountain DevelopmentICIMOD under the Mountain Environment and Natural Resources Information System (MENRIS) programme and the support provided through the GEF-MSPGEF project was complementary to these already existing on-going activities. A Mountain geographical information systemGIS portal was developed by the centreICIMOD and deployed to serve geographical information systemGIS resources addressing sustainable mountain development issues in the Hindu Kush HimalayanHKH region and can be accessed at www.icimod-gis.net.np. The portal serves as a virtual platform for sharing data and information and offers a one-stop experience for geographical data needs in the region. The Mountain Atlasmountain atlas, for which ICIMODInternational Centre for Integrated Mountain Development has forged a partnership with the University of Eastern Kentucky, United States of AmericaA, is in the final stage of production after several revisions and an external review.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

57. Under Mountain Watch, the ICIMODInternational Centre for Integrated Mountain Development has compiled various geographical information system GIS datasets at 1: million scale of the Hindu-Kush HimalayanHKH Region-region on a 1:1,000,000 scale that include base maps, district- or province-provincial maps, geology, drainage-drainage, eco-regions, relief, elevation, major habitat, land use and land cover, infrastructure, settlement and watershed maps. Our review of the ICIMODInternational Centre for Integrated Mountain Development outputs suggest that these are contributing significantly to the extensive geographical information systemGIS network development in the Hindu Kush HimalayanHKH region.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

8.VIII. Other Project-project Activitiesactivities

58. On relating the project outcomes identified in the Project-project Document-document with our Terms-terms of Reference-reference for this evaluation, we have-observed that for some of the outcomes practically no information or, in some cases, inadequate documentation was made available by the Project-project Manager-manager. This posed-placed some constraints in-on our evaluation of these outcomes. The following are our comments with respect to these specific outputs:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

☛ Mitigation Plans-plans were to be developed and provided to the regional partnerships for mountain action as part of this project. There is however, no evidence of such mitigation plans having been prepared;

Formatted: Bullets and Numbering

• We understand that three regional workshops were held in Latin America, Africa and Asian regions to identify best practices for the sustainable development of mountain regions. We cannot comment upon the outcomes and the impact of these regional workshops in the absence of the workshop recommendations and information on their implementation status. We have only-been-able-to-see only the workshop programme and the list of participants and but there seem to be no workshop reports or recommendations. Despite several requests for the above, the Project-project Manager-manager could not make the semi documents available;

Formatted: Bullets and Numbering

☛ The series of four video tapes of the Earth Report 6 produced by TVE for the International Year of the Mountains 2002 and broadcasted by BBC under the titles Summit to the Seasea: Part I and II (26 minutes duration each), Summit to the Seasea: Special edition (44 minutes duration) and The Angle-angle on Hunger-hunger (26 minutes duration) were reviewed. The precise objective of producing these video tapes as discerned from the project objectives document was to disseminate the available information on the status-of-current threats and challenges to mountain ecosystems and to direct the world community's draw-attention towards focus-of-the-world-community-to-evolve-evolving strategies and share-sharing best

Formatted: Bullets and Numbering

practices for their protection and management through the events organized during the Year of the Mountains. From our review of these videotapes it is evident that the four video tapes provide quick snap-shots of the threats and challenges faced by the different mountain ecosystems of the world, more specifically, the Mount Kilimanjaro, the Andes and the Alps. The range of threats cover impacts of global warming, mineral exploration, oil pipeline routing, water resource projects, mountain farming, soil erosion, decline in productivity and diversity of plant species and increasing challenges posed by harshness of climates and the fragility of these mountain ecosystems, for in relation to sustainable living of the mountain communities. There is a considerable overlap in issues highlighted for the perception of threats through coverage of the same issues in different mountains ecosystems, using the same video footage in more than one videotapes. Since these videotapes were broadcasted and re-broadcasted by the BBC in all the time zones and during weekends, they must have contributed in raising awareness about integrated mountain management issues.

As regards the "Sustainable Mountain Development (SMD) guidelines", it is apparent from the project documentation that they are not available as a stand-alone document. However, guidance on sustainable mountain development is available, however, in the Bishkek Mountain Platform and is also featured in the Mountain Research Development (Vol. 23, No. 1, February 2003, pp. 86-89), which can be made use of in integrated planning and management of mountain ecosystems.

Formatted: Bullets and Numbering

9.IX. National Comprehensive Development Framework

59. Based on the documents reviewed by us, we have found little evidence of how the sustainable mountain development guidelines have been integrated into the National Comprehensive Development Framework of mountain states. The Project Manager stated in his correspondence that a Comprehensive Development Framework for Kyrgyzstan was had been prepared and was being revised to fully integrate provisions of the law and the Bishkek Mountain Platform as the basis for sustainable mountain development in Kyrgyzstan. As this activity is still ongoing, its evaluation cannot be done. Further, countries other than Kyrgyzstan are not pursuing this activity. On the basis of above this it is evident that several of the project activities were not dealt with by the Project Manager or were poorly implemented.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

10.X. Role of United Nations Agencies and other International Organizations

60. Our review suggests that the GEF-MSPGEF project was a global project as it brought together a large number of UN agencies, among them UNEP, FAO, UNDP, UNESCO, UNU, United Nations University, and IUCN, etc as well as such agencies as the World Bank, WWF, WEF, World Economic Forum, FM, The Mountain Institute, Swiss Agency for Development and Cooperation SDC, AGDN, Aga Khan Development Network, GTZ, ADB, Asian Development Bank, and ICIMOD, International Centre for Integrated Mountain Development, etc and was able to evolve consensus over a large number of issues and processes culminating into an agreement and ownership of the Bishkek Mountain Platform. We have observed the involvement of the above agencies in the GEF-MSPGEF project as collaborators, partners, and implementers of various project activities. Of particular mention are the International Advisory Board (IAB) of the BGMS Bishkek Global Mountain Summit and President of Kyrgyzstan's Council of Patrons of the IYM International Year of the Mountains, of which many of the above agencies were members.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

61. There is however no evidence of the formal meetings of the "Inter-agency Group on Mountains" which the FAO was to convene during 2001-2003. Neither it is evident what steps the Project Manager took to ensure proper coordination with the FAO. These meetings would have helped in rapidly building consensus amongst various international agencies and organizations associated with the activities of this project. Other than this, we feel believe

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

that a very positive and important role was played by all United Nations UN agencies and other international organizations in the successful planning and conduct of project activities.

11.XI. Overall Assessment of the Project

62. Sections 11.1A through 11.7 E provide an overall assessment of the Project as per the format given in the Terms of reference.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

11.1A. Sustainability of Environmental Benefits and Capacity-Building

63. Under this GEF MSPGEF project, a number of activities have been implemented which have resulted in several environmental benefits, some of which are sustainable. The project has increased the accessibility, quantity and quality of information on mountains and mountain people and has also increased public awareness of the importance of mountains to the earth's fundamental life-sustaining systems. It is expected that increased awareness will lead to better understanding of environmental needs and will benefit decision making on key environmental issues.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

64. Through the International Partnership for Sustainable Development in Mountain Regions the project has strengthened and expanded the alliance of organizations that are committed to the mountains through the International Partnership for Sustainable Development in Mountain Regions although sustainable financing mechanisms are nowhere-not in place. At the same time, however, actions at the country level-level - which - which are-is essential to-to implement national strategies for sustainable mountain development, to enact enabling policies and legislations and to develop compensation mechanisms for environmental services and goods provided by mountain ecosystems = remains - still continues to be weak. Many mountain countries do not have the appropriate institutional environments and the critical financial resources to invest in sustainable mountain development. Education, training, capacity-building, technology development, and transfer and investments are still required to make the environmental benefits accrued through this project truly sustainable. Thus sustainability of the project activities are-is not ensured beyond the project period.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

11.2B. Level of Stakeholders Participation

65. This project was designed as a multi-stakeholder project right from its inception. During the implementation phase a number of stakeholders get-were involved in the process as its active partners. It is pertinent to mention that during the numerous and wide-ranging consultations and meetings organized across the globe prior to the BGMS Bishkek Global Mountain Summit, a very large number of numerous country and regional civil society representatives and practitioners provided valuable inputs that helped to refine the agenda as well as the outcomes of the BGMS Bishkek Global Mountain Summit. Most of the major groups dealing with the mountains were represented on the International Advisory Board (IAB) for the BGMS Bishkek Global Mountain Summit, viz. among them IUCN, WWF, Mountain Forum, ICIMOD International Centre for Integrated Mountain Development, Mountain Institute, Association of Mountain People, and International Mountains Society etc. In addition, regional partners were engaged in Africa, Asia and Latin America (Africa Mountain Association, African Mountain Forum, InfoAndina, IUCN Asia, National Center for the Development of Mountain Regions in Kyrgyzstan, etc).

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

66. Furthermore, as per according to the Project-project Manager, the GEF MSPGEF project support for participation at IYM International Year of the Mountains meetings during 2002 and at other major national and international preparatory consultations for the BGMS Bishkek Global Mountain Summit was provided in the ratio of 60:40 between the developed and developing countries. Preponderance-A preponderance of male scientists and academicians over women and grass-roots representatives was an evident feature in these consultations. The representation of all major groups at the Bishkek Global Mountain Summit ensured a consensus for adoption of the Bishkek Mountain Platform that finally became globally accepted as the framework for Sustainable-sustainable Mountain mountain Development-development in the XXI-twenty-first century and was referenced in the UN GA United Nations General Assembly resolution as such.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

14.1.C. Country Ownership-ownership of the Projectproject

67. The GEF-MSPGEF medium-sized project was designed with the Republic of Kyrgyzstan as the hub of the project activities especially because the BGMSBishkek Global Mountain Summit was organizedtook place there. Due to dynamic leadership and the personal involvement of the President of Kyrgyzstan as the Chairman-chairman of the International Advisory Board for the BGMSBishkek Global Mountain Summit and the Council of Patrons of IYMthe International Year of the Mountains, Kyrgyzstan had totalthe ownership of the project-by Kyrgyzstan was total and complete. Although various other mountain countries were involved in organizing regional consultations and meetings and actively contributed in-to the success of the BGMSBishkek Global Mountain Summit, their level of ownership of the project cannot be fully ascertained. By acceding to the "Framework Convention on the Protection-Protection and Sustainable-Sustainable Development-Development of the Carpathians-Carpathians", countries like Czech Republic, Republics of Hungary and Slovak, Governments of Romania and Ukraine and the Council of Ministers of Serbia and Montenegro, have demonstrated their commitments for-to pursuing a comprehensive policy for the protection and sustainable development of the Carpathians with a view, among other things, to-inter-alia improving the quality of life, strengthening local economies and communities and promoting these conservation of natural values and cultural heritage.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

14.2.D. Project Managementmanagement

68. The Project-project Manager-manager for this GEF-MSPGEF project was based in UNEP-ROE, Geneva. He worked under technical supervision of the Director, UNEP-WCMCWorld Conservation Monitoring CentreWCMC, Cambridge (UKUnited Kingdom of Great Britain and Northern Ireland) and Regional Director, UNEP-ROE, Geneva, with additional reporting obligations to Coordinator, DGEF, and Nairobi. The fund management was under direction from Geneva with limited input from Nairobi and Cambridge. The project was conceived to-as drawing from the strengths of multiple partners and agencies right from the beginning to ensure adequate and timely planning and efficient coordination-of the project. Our review suggests that appropriate and adequate coordination of all the project activities was not quite-always visible and several reasons can now be assigned by thewith hindsight. One of them is the "duality of supervision-supervision" as indicated above. Thus by agreeing to this multiple supervision, coordination and management arrangements for this project, the project management team had set up a difficult task for itself right from its inception. In practice, this arrangement did not work effectively as a result of which the supervisors were many-a-timeoften not updated with-about project activities being implemented on the ground by the Project-project Manager-manager. The multiplicity of coordination arrangements allowed the Project-project Manager-manager to operate without any stringent administrative and financial control and supervision.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

69. Although clear timelines were set for project implementation, the Project-project Manager-manager failed to adhere to them. Our review of the project correspondence indicates-indicated that despite the fact that the first quarterly progress report became-being due on 30th September, 2002, this-it was not made available to DGEF until as-late-as April, April 2003. Subsequent to this, the DGEF started repeatedly-sending repeated reminders through-by e-mails to the Project-project Manager-manager for-about the-quarterly-reports that were long overdue and which were required to ascertain project implementation status but these were repeatedly-ignored. This was followed by the visit of the evaluation mission comprising of-the head of the division at DGEF, the Fund-fund Management management Officer-officer and Programme-programme Management-management Officer-officer of MSPs-medium-sized projects in DGEF.—Following two meetings with the UNEP Executive Director, some outputs were received,—but were found-to-be weak in qualitynot considered up to standard when assessed by DGEF. Several outputs that the Project-project Manager-manager has-had committed to deliver were also found missing.—Communication went back and forth between DGEF and the Project-project Manager-manager without much-resolution. Eventually an-an independent evaluation was called for by the EOUEvaluation and Oversight Unit, UNEP, Nairobi in September, 2003.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

70. We have observed that two projects viz.—BGMSBishkek Global Mountain Summit and GEF-MSPthe GEF medium-sized project — with overlapping activities were being concurrently-implemented

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

concurrently. The GEF-MSP medium-sized project was to feed into the BGMS Bishkek Global Mountain Summit. It is evident that the Project-project Manager-manager of this GEF-MSPGEF project used some funds to supplement the funding needed for logistical and administrative support to the BGMS Bishkek Global Mountain Summit. This was improper and it was the responsibility of the Project-project Manager-manager and the Fund-fund Management-management Officer-officer, UNEP-ROE, Geneva, to prevent the-this above-taking place. As some of the activities were common to both the above projects, it became difficult for us to assign credits to individual projects for the outcome generated and also to ascertain their impacts as far as this evaluation is concerned.

71. We observed that the record keeping and reporting on project activities by the office of the Project-project Manager-manager was grossly inadequate. Although folders on almost all project activities existed in the Project-project Manager-manager's office, the documents inside them were not-in complete and updated-outdated. The information on the-project activities lay-was scattered in electronic form and in paper formats at-in various places. Copies of email-mail correspondence were also not properly indexed in the project folders. All this indicates improper office management. Under such situation-circumstances, copies of communication made between DGEF and the Project-project Manager-manager that were made available to us by UNEP, Nairobi proved to be very useful.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

72. According to the Project-project Document-document (Prodoc), the UNEP-WCMC World Conservation Monitoring Centre WCMC was designated as the Project-project Implementing implementing Agency-agency (PIA) and was required to carry out the Project-project Implementation implementation Review-review (PIR). However, during our discussions with the Director of UNEP-WCMC World Conservation Monitoring Centre WCMC on 13:10: October 2003 it was mentioned by Director, UNEP-WCMC that UNEP-ROE, Geneva, and not UNEP-WCMC World Conservation Monitoring Centre WCMC was the implementing agency PIA and because of this ambiguity-prevailing ambiguity, the project implementation review PIR for this GEF-MSPGEF project was not done.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

73. A review of the Project-project Implementation-implementation Plan-plan (PIP), developed as a part of the Project-project Document-document, indicated that timelines were provided for various project activities to be completed within the 24-months project period. Despite this, nearly all project activities were got-completed within 12-to 15 months of the project period. In the last paragraph of the project implementation plan PIP, 2-two twenty-four 24-months time-lines are indicated but no activities that are to be accomplished during this time-frame are shown against these time-lines. We have also learnt that, barring a few activities that were to be accomplished in the period up to December-December 2003, most of the activities already stand completed despite the delayed start of the project. This indicates that the project implementation plan PIP was not well conceived. This situation was further compounded by the project manager's rapid spending of the project funds by the Project-Manager on activities, including on those that were not meant to be funded from this GEF-MSPGEF project. Thus project funds were spent nearly one year in advance of its completion, forcing the-DGEF to initiate a premature termination of this GEF-MSPGEF project even though there are still several pending or unfinished activities and outputs that are-were to be accomplished. Had the project funds been spent in a prudent manner, these funds would have still been there to pursue some of the neglected activities and ensured the continuation of the project for the envisaged time period.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

4.5E. Financial Planning-planning and Management-management

74. The GEF-MSPGEF medium-sized project was approved with a total cost of US-\$2,099,000, which-that included US\$-900,000 as GEF Trust Fund and US-\$1,199,100 as fund support through co-financing. The 24-month project-project began in May 2002 and was scheduled to be completed in April 2004. However on 30th-30 May-2003 a major revision in project planning and budget was approved by Chief, Budget and Financial Management Service, UNEP, Nairobi. Although the total project cost including the GEF Trust Fund and co-financing amounts remained the same after this budget revision, the budget allocation for 2004 amounting to US\$-\$105,981 was cancelled and reallocated to the year 2003. No reason for this revision was recorded in the Project-project Action action Sheetsheet. This action-meant that no project activities would go beyond 2003. This in effect meant advancing the completion date for project activities by four months. Some additional activities were also scheduled for the year 2003 during this revision such as:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

(a) ~~(i)~~ Organizing special sessions during the ~~WEF's World Economic Forum's~~ Extraordinary Annual Meeting in Amman, Jordan from 21–23 June 2003;

(b) ~~(ii)~~ Organizing a special session during the Africa Economic Summit 2003 in Durban, South Africa from 8–18 September;

(c) ~~(iii)~~ Organizing special sessions during the IUCN World Parks Congress in Durban, South Africa from 8–18 September, 2003;

(d) ~~(iv)~~ Organizing jointly with the FAO the Watershed Workshop in Sardinia in October, 2003;

(e) ~~(v)~~ Participating in the CBD Convention on Biological Diversity SBSTTA Subsidiary Body on Scientific, Technical and Technological Advice Meeting on 'Mountain Ecosystems' in Montreal in November, 2003; and

(f) ~~(vi)~~ preparation of preparing the final project report.

75. Since these activities and the budget revision was/were authorized by the Chief, Budget and Financial Management Service, UNEP, Nairobi and copies were marked to the Regional Director or Programme Manager at in Geneva; Fund Programme Management Officers at Geneva and Nairobi; Chief, Programme Coordination and Management Unit; Chief, Evaluation and Oversight Unit; Head of Conventions Secretariat; and the Director, Division of Regional Representation, it appears that this process was duly approved and authorized and all concerned were informed. Our review of the project correspondence however indicates that Director, UNEP-WCMC World Conservation Monitoring Centre, Cambridge and DGEF, Nairobi, were not involved in the project revision indicating improper coordination of project activities.

11.6F. Review of the Budget Performance by the Object Codes

76. We have reviewed the budget performance by Object Codes for the period January, 2003 to August, 2003 provided by the Fund Programme Management Officer, Geneva. All account sheets have been updated and posted in October, 2003 in the United Nations Geneva Integrated Management Information System for the period up to August, 2003 only (Annexure VI). A The review of the Object Code of Expenditure indicates that under the Object Code of Expenditure, "Project Coordinator's Salary", a disbursement of US\$ 106,783.37 has been made which exceeds the initial allotment of US\$ 105,000 by US\$ 1,783.70. In Object Code of Expenditure 1301 "Administrative Support Personnel", a disbursement of US\$ 19,440.83 has been made which exceeds the approved allotment of US\$ 10,300 by US\$ 9,140.93. The Fund Programme Management Officer in Geneva, explained that salary payment adjustment in case of the former and leave salary payment adjustment in case of the latter was the reason for disbursement of the above amounts. Similarly, under the Object Code of Expenditure 3301 – "Regional meeting – Consultation on Mountain Watch and Best Practices" a sum of US\$ 6,379.41 has been disbursed, representing an over-disbursement of US\$ 3,879.41 against an allotment allocation of US\$ 2,500.00. The Director of UNEP-ROE in Geneva stated that this over-expenditure lies within the established 20 per cent flexibility rule. Further, under the Object Code of Expenditure "Contingencies", against an allotment allocation of US\$ 19,500, the amount allocated for obligated expenditure and disbursement is only US\$ 4,853.88, with a remaining sum of US\$ 14,646.12 as the balance. These observations are indicative of inadequate financial planning and management carried out for this GEF MSP GEF project.

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

77. A sum of ~~US\$ 17,221~~ was disbursed under ~~Object-object Code-code~~ 3101 ~~“Training by Mountain Forum for developing country participants-participants”~~. Despite our request, the ~~Project project Manager-manager and Fund-fund Management-management Officerofficer from~~ UNEP-ROE in Geneva provided no details. There is no documentary evidence of this training having been conducted as the information on who attended the training, who organized it, when and where, and what benefits accrued from the training is ~~completely~~-lacking. We are therefore unable to comment on the ~~“Training Component-component 3100-3100”~~ of the budget. On the other hand, activities under ~~Object-object Codes-codes~~ 3301, 3302, 3303 and 3304 ~~“Regional meetings — Consultation on the Mountain Watch and Best-best Practices-practiceswere”~~ were reasonably well organized and led to the success of ~~BGMSBishkek Global Mountain Summit~~ and other related project activities.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

78. Under this ~~GEF MSPGEF project~~, as per the ~~MoUs-memorandums of understanding~~ executed for two separate tasks, a major share of the ~~Subsub-Contract-contract~~ component ~~has-gone~~ went to the ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~. These included:

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

(a) ~~“Memorandum of understandingMoU for the Pproject-on s“Support to the Preparation-preparation and Organization-organization of the BGMSBishkek Global Mountain Summit”~~ (pProject No. GF/2740-02-4410-22-1) dated ~~15-11-November~~ 2002 for ~~US\$ 180,000~~, and

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

(b) ~~“Memorandum of understanding ii)-MoU for the Pproject-on s“Support to the UNEP’s Mountain-mountain Programmeprogramme”~~ (pProject Nos. CP/5023-01-03-2102 and GF/2740-02-4410-2206) dated ~~30-5-May~~ 2003 for ~~US\$ 158,209~~.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

79. We have reviewed the ~~Final-final Project-project Statement-statement of Budgets-budgets~~ indicating amount of allocation, expenditure and balance for the two ~~memorandums of understandingMoUs~~ signed by ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

80. It is evident that the bulk of funds for the second ~~memorandum of understandingMoU~~ were outsourced by ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ to third parties, with ~~US\$ 113,440~~ going to national consultants and ~~US\$ 23,062~~ going ~~for-towards~~ the training component. Under ~~the second-this memorandum of understandingMoU dated 30dated 30-5-May~~ 2003, against the allocated sum of ~~US\$ 158,209~~, ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ incurred an expenditure of ~~US\$ 188,526~~, representing an excess of ~~US\$ 30,317~~. The ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ requested ~~for-reimbursement~~ of this amount, which, ~~in its viewaccording to them, had been~~ was incurred ~~in-good faith”, through acting~~ with the approval of the ~~Project-project Manager-manager and the Fund-fund Programme-programme Management-management Officerofficer~~, UNEP-ROE, Geneva. The excess expenditure was incurred mainly under ~~Objects-objects of Expenditure-expenditure~~ 1102, 1210 and 3304, corresponding to the expenditures on appointments of non-~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ project staff, national consultants and expenditure on exhibits and presentations under the training components for which the ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ received ~~oral-verbal~~ directives from the ~~Project-project Manager-manager~~, supported by the ~~Fund-fund Programme-programme Management-management Officerofficer~~, UNEP-ROE, Geneva. According to ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~, this amount was released in ‘good faith’, based on ~~oral-verbal~~ directives from the ~~Project-project Manager-manager~~, with assurances from the ~~Fund-fund Programme-programme Management-management Officerofficer~~, UNEP-ROE, Geneva, that the ~~memorandum of understandingMoU~~ would be revised to cover these costs. Indeed, a draft ~~memorandum of understandingMoU~~ was also prepared, but ~~this was~~ never signed. ~~However, Relying~~ on ‘good faith’-faith and ~~oral-verbal~~ instructions, in financial transactions is indicative of inappropriate financial planning.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

81. The first ~~memorandum of understandingMoU~~ dated ~~15-11-November~~ 2002 was fully managed in Cambridge by ~~the-UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ and was completed within budget. Under its first ~~memorandum of understandingMoU~~ for ~~US\$ 180,000~~, ~~UNEP-WCMCWorld Conservation Monitoring CentreWCMC~~ charged ~~US\$ 30,000~~ for ~~“Premises-premises”~~ under ~~Object-object of Expenditure-expenditure~~ 4300. The expenditure on this budget line was questioned by DGEF, Nairobi on grounds that the GEF funds could not be ~~utilized-used for-to~~ meeting the costs ~~on-of~~ office premises. Since the budget line of the approved ~~memorandum of~~

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

~~understanding MoU~~, included this expenditure ~~heading-head~~, payments under this ~~head-heading~~, along with other payments that were due ~~to UNEP-WCMC World Conservation Monitoring Centre WCMC~~ under the two ~~memorandums of understanding MoUs have been were~~ released by UNEP, Nairobi after protracted negotiations and delay. These payments are exclusive of the over-spent amount of ~~US\$ \$30,317~~, which is now being referred to as ~~the- "outstanding amount- amount"~~ by the UNEP-~~WCMC World Conservation Monitoring Centre WCMC~~ for this project, and for which they have sought reimbursement. ~~However, UNEP-DGEF has however~~ reimbursed UNEP-~~WCMC World Conservation Monitoring Centre WCMC~~ for the amount agreed ~~to in the original memorandum of understanding MoU~~.

82. ~~As per~~According to the updated budget details provided by ~~Fund-fund Programme programme Management-management Officerofficer~~, UNEP-ROE, Geneva on ~~7th-7~~ October 2003, an amount of ~~US\$ \$154,357.00~~ was ~~allotted-allocated~~ to UNEP, Geneva for this project for the year 2003. Out of this, disbursements have been made for ~~US\$ \$145,358,12~~ for expenditure incurred and an amount of ~~US\$ \$6367.30~~ has been kept as obligated expenditure under the project, leaving a balance of only ~~US\$ \$2,631.58~~ in the project account. Thus from ~~a~~ financial standpoint the project ~~has-had~~ almost come to an end. During our discussions with ~~Fund-fund Management-management Officerofficer~~, UNEP-ROE, Geneva, he stated that from the administrative ~~- or~~ financial angle there are no problems on ~~the~~ part of UNEP, Geneva due to any unresolved issues. This is however not true. There are many queries that have been ~~made-raised~~ by the ~~Fund-fund Management-management Officerofficer~~, UNEP, Nairobi, about the propriety of payments made for non-GEF activities and ~~that have stillthey~~ remained unanswered by the ~~Fund-fund Management-management Officerofficer~~, UNEP-ROE, Geneva, and the ~~Project-project Manager-manager fill-to~~ date. It is pertinent to mention here that the ~~Fund-fund Management-management Officerofficer~~, DGEF, Nairobi visited Geneva to audit the project and discuss the outcomes of the ~~'expenditure analysis'-analysis~~, indicating the spending of ~~the~~ project funds on non-GEF activities. Despite ~~all this-effort~~, these issues have remained unanswered by the ~~Project-project Manager-manager~~ and ~~Fund-fund Management-management Officerofficer~~, Geneva.

83. A new ~~and~~ fully computerized ~~system- "integrated management information system (known as IMIS)" (IMIS)~~ has been put in place ~~for-to providg~~ on-line and up ~~to-date~~ information on administrative and financial matters in the ~~United Nations UN~~ offices in Geneva and Nairobi. Discussions with concerned personnel revealed that, while this system is fully operational in UNEP, Nairobi, there are technical issues to be ~~fixed-dealt with~~ in UNEP, Geneva, in order to harmonize the ~~IMIS-system~~ at these UNEP offices. This situation ~~is-leading~~s to delays and other associated management problems as on-line transactions between UNEP, Geneva and Nairobi offices are not fully operational. It was also observed that the nomenclature system of the ~~Object-object Code-code~~ and the ~~Expenditure-expenditure Code-code~~ is inappropriate, at least in the context of this project account management. For example, the ~~Object-object Code-code~~ 1110 relates to ~~"Salary of Project-project Coordinator-coordinator"~~ whereas under IMIS~~the IMISIntegrated Management Information System~~ it is stated as ~~"Payment-payment to Experts-experts"~~. Similarly, the ~~Object-object Code-code~~ 1601 pertains to ~~"Official-official travel of Project-project Coordinator-coordinator-/Staff-staff"~~, whereas under IMIS ~~the IMISIntegrated Management Information System~~ it is stated as ~~"Mission-mission Costs-costs (UNDP) - Consultants-(UNFPA)"~~. These mis-classified ~~Object-object Class-class Codes codes~~ and the ~~Objects-objects of Expenditure-expenditure in IMISthe Integrated Management Information System~~ are causing avoidable confusion in the true representation of ~~budgeted activities in the GEF-MSPGEF project budget-activities~~ and the allocated amounts and need immediate rectification.

84. We ~~have also seen-saw~~ the ~~"Expenditure-expenditure-Obligation-obligation Analysis-analysis~~ at the ~~Object-object of Expenditure-expenditure Level-level"~~ for the period April, ~~2002-to~~ June, 2003 prepared by the ~~Fund-fund Management-management Officerofficer~~, UNEP, Nairobi, in which several ~~remarks/comments~~ ~~have-had~~ been made regarding the propriety of some of the disbursements ~~made~~ and on which clarifications ~~or~~ responses were to be provided by the ~~Project-project Manager manager~~ and the ~~Fund-fund Management-management Officerofficer~~, UNEP-ROE, Geneva, but these are still pending.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

11.7G. Replicability of the Project

85. It is observed that the project has made a valuable contribution towards the raising of awareness amongst the high-level policy planners, administrators and other mountain stakeholders. The interest and direct support provided by the President of Kyrgyzstan as President of the International Advisory Board (IAB) was a major factor responsible for the success of the BGMS Bishkek Global Mountain Summit. There is already a suggestion to that hold the second BGMS Bishkek Global Mountain Summit. It should be held in the year 2005 and this must be followed up by UNEP in partnership with other stakeholders, so that the BGMS Bishkek Global Mountain Summit was a roaring success and resulted in tangible and durable benefits for the fragile mountains and their hardy people and it does not remain as a "one-off" activity event that was conducted during the IYM International Year of the Mountains, and despite its roaring success and resulting tangible and durable benefits for the fragile mountains and their hardy people that it needs to be replicated in other important mountain regions of the world. However, in the absence of any sustainable financing mechanisms in place, the replicability of the project activities beyond the project period may not happen be possible.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

86. There is also a need for developing and implementing GEF-MSP II the second GEF medium-sized project so that the consensus that emerged over the strategies for sustainable development of mountain ecosystems, participation and involvement of mountain communities in decisions that affect them can find expression in the form of on-the-ground actions. The conceptualization of a second GEF-MSP medium-sized project should however be visualized conceptualized with utmost care to avoid several of the pitfalls that occurred in the present project is MSP owing due to inadequate and ineffective management on the part of the Project project Manager manager. The "Plan plan of Implementation implementation" decided at the WSSD World Summit on Sustainable Development in September 2002 for mountain ecosystems across the globe also needs to be realized achieved through specific concrete plans, projects and programmes in GEF-MSP II the second GEF medium-sized project, mounted in taking into account the spirit of the International Year of the Mountains IYM, 2002.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

11.8H. Monitoring and Evaluation

87. We have reviewed the Monitoring monitoring and Evaluation evaluation (M&E) process as laid down in the project document and related it with to its actual implementation. Sufficient evidence of non-compliance of M&E with the monitoring and evaluation process envisaged in the project document can be gathered from the contents of email-mail correspondence between the Division of GEF Coordination Unit, Nairobi and the Project project Manager manager from April 2003 onwards. In these email-mails, the former has raised serious concerns about the manner in which some of the project activities have had been implemented and on the lack of documentary evidences on the process adopted and outcomes achieved. In our view this undesirable situation has arisen arose due to the neglect in implementing the monitoring and evaluation M&E process right from the time of the inception of the project. It is important to mention here that the Project project Document document has had a clearly defined section on the Monitoring monitoring and Evaluation evaluation Plan plan in which it has been stated that monitoring and evaluation M&E would be carried out by the International Advisory Board (IAB) for the Bishkek Global Mountain Summit and the GEF IAB Monitoring and Evaluation Unit and also by setting up a Monitoring and Steering steering Group group (MSG) with members from the GEF Secretariat secretariat, FAO, the World Bank, UNDP and UNEP for the entire duration of the GEF-MSP GEF project. This monitoring and steering group MSG was to meet at intervals not exceeding six months and all organizational and financial arrangements for these meetings were to be made by the UNEP.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

88. In a Additionally, a special email-mail distribution list was to be set up for members of the International Advisory Board (IAB) and MSG the monitoring and steering group for this MSP medium-sized project to so they could access a protected space at on the project web site in order to update and facilitate exchange of the project-related information. The Project project Manager manager confirmed that periodic meetings of the International Advisory Board (IAB) took place to review activities pertaining to the BGMS Bishkek Global Mountain Summit but the monitoring and steering group MSG

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

never convened meetings. We did not come across any evidence of efforts on part of the Project project Manager-manager to organize monitoring and steering groupMSG meetings, which were so critical for the success of the project. The Project-project Manager-manager also did not take the necessary action to plan and organize the Midmid-Term-term Review-review (MTR) and the Midmid-Term-term Workshop-workshop. (MTW). It is therefore obvious that had all the M&Emonitoring and evaluation processes worked effectively, the activities and outputs envisaged in this GEF-MSPGEF project could have been better monitored during the implementation phase.

89. The preparation and timely submission of the quarterly progress reports by the Project-project Manager-managers of all UNEP projects on-giving the status of implementation is a standard requirement. This GEF-MSPGEF project has simply failed to comply with this requirement. It is disappointing to note that despite-when this GEF-MSPGEF project having-had already been under implementation for over a year and with two thirds of the GEF financing (approximately US\$ 550,000 of a total of US\$-900,000) having-had been disbursed, not a single quarterly progress report had reached the office of the Division of the GEF in Coordination, Nairobi despite reminders from the DivisionDGEF. On 6th-6 June, 2003, following reminders from DGEF, the Project-project Managermanager, informed DGEF-Nairobi in Nairobi, that two quarterly reports and a self-evaluation report for the year 2002 have-had been finalized while work is-was in progress for-theon preparing ation of the quarterly progress report for the year 2003 that-would-be-sent shortly. We have reviewed the following four Quarterly-quarterly Reports-reports submitted by the Project-project Manager-manager to DGEF in, Nairobi:

- Quarterly progress report (1 July – 30 September 2002)
- Quarterly progress report (1 October – 31 December 2002)
- Quarterly progress report (1 January – 31 March 2003)
- Quarterly progress report (1 April – 30 June, 2003)

—

1. Quarterly Progress Report (1 July – 30 September 2002)
2. Quarterly Progress Report (1 October – 31 December 2002)
3. Quarterly Progress Report (1 January – 31 March 2003)
4. Quarterly Progress Report (1 April – 30 June, 2003)

90. The following are the generic comments on these reports:

i. (a) All reports are very cursorily written with little attention to details and lack supporting evidence;

ii. (b) At many places Often there is a mismatch between the reporting period and the activities reported upon;

iii. (c) No clear indication has been is provided as to whether GEF-MSPGEF medium-sized project funds in-full-or-in-part have been used in full or in part in implementation ation of the reported activities;

iv. (d) The grossly delayed submission of the quarterly reports to DGEF and their sketchy coverage of project activities have-in-fact defeated their very purpose of their use inof monitoring and evaluation n-of the GEF-MSPGEF project in a meaningful way.

91. It is stated that normally DGEF normally sends repeated reminders for about the progress reports but since this was an internally executed MSPproject, there was an impression in-the DGEF that the-projectit was being managed properly. When it-was-noticed that the reports were noticed-to-be 6-six months behind schedule, DGEF started sending repeated reminders and then followed it up with a visit to Geneva but by the time this mission took place in July 2003, the-majoritymost of the funds were spent.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.5", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Tab after: 0.5" + Indent at: -0.25"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

92. Our review of the project quarterly reports indicate that these are weak and claim to have generated outputs for which there is no evidence. DGEF also sent repeated queries and comments because of the inadequate information contained on some of the outputs in the quarterly reports, but continued to receive unsubstantiated evidence-information of about project outputs. Finally there was a visit of the DGEF mission to Geneva to review the project implementation and thereafter an independent evaluation of the project was called for.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

93. It ~~is~~ was also learnt that many-a number of mission reports are due from the Project-project Managermanager, which indicates ing inadequate project management, and especially the Monitoring monitoring and Evaluation-evaluation Systemsystem management. In view of the above, we conclude that the Monitoring monitoring and Evaluation-evaluation System-system was not used as an effective management tool of-during the project. By the time the DGEF started actively pursuing monitoring and evaluating on-of the project activities, many of them were over but not to the satisfaction of the DGEF.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

12.XII. Overall Project Rating

94. As per the format provided in the Terms of Reference and on the basis of an in-depth review of the project discussed in chapters Sections 7-VII through to 11-XI, the success of the project implementation has been rated below on the scale from of 1 to 5 with 1 being the highest rating and 5 being the lowest:

Criteria	Score
Attainment of objectives and planned results	4 (Satisfactory)
Attainment of outputs and activities	4 (Satisfactory)
Cost effectiveness	4 (Satisfactory)
Impact	4 (Satisfactory)
Sustainability	5 (Unsatisfactory)
Stakeholders' participation	3 (Good)
Country ownership	4 (Satisfactory)
Implementation approach	5 (Unsatisfactory)
Financial planning and management	5 (Unsatisfactory)
Replicability	5 (Unsatisfactory)
Monitoring and evaluation	5 (Unsatisfactory)
Overall Rating	4 (Satisfactory)

95. Based on individual ratings for each of the criteria listed above, one 'Good', five 'Unsatisfactory', and five 'Satisfactory' ratings were assigned. An overall rating of 'Satisfactory' has been assigned to the project.

13.XIII. Lessons Learned

13.1 A. E-consultations

96. The e-consultation process used during the preparation of ten thematic papers was instrumental in eliciting constructive criticism and incorporation of as many as 128 case studies from mountain regions across the globe. This process ensured the development of a high quality knowledge product.

97. E-consultation is a cost-effective way of ensuring multi-stakeholders networking and dialogues needed for to identify and initiate of innovative collaborative activities and for to evolving consensus for action at on the local, national, regional and global scales.

13.2B Project Design

98. The project design of this GEF-MSPGEF project could have been better conceived. For example, the Mountain Watch Report and the Mountain Atlas should have been planned as integrated products in order to make a substantive contribution to integrated mountain development. A feasibility assessment of the project outcomes such as the Mountain Atlas and the Publication of Thematic Papers in a Special Issue of Mountain Research and Development should have been done in advance. The Mountain Atlas could have been produced only if funds through co-financing became available, which ultimately never materialized. Thus for the Mountain Atlas, funds should have been earmarked from the GEF-MSPGEF project and not from co-financing. The editorial policy of Mountain Research and Development the MRD does not allow publication of material that has been put on the internet. Since the thematic papers were intended to be put on the internet right from the beginning, their subsequent publication in the MRD journal was never a possibility.

99. There was no a very clear-cut distinction between some of the activities funded from this GEF-MSPGEF project and some funded through co-financing. This created difficulties in

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

discerning the impact of some of the activities. For example, the BGMS Bishkek Global Mountain Summit was not funded from this GEF-MSP GEF project but the wide array of regional consultations, workshops and meetings, which were critical to the success of the BGMS Bishkek Global Mountain Summit, were funded through the GEF-MSP GEF project. It would have been better had the co-financing option been used for funding distinct or discrete activities.

100. The financial planning for the project was weak and the financial management process was not straight forward complicated as it involved multiple agencies geographically separated from each other. The multiplicity multiplicity of coordination arrangements was not effective and allowed the Project project Manager manager to operate without any stringent financial controls. The financial management also suffered due to improper functioning of IMIS the Integrated Information Management System (IMIS) at UNEP, Geneva.

101. Some of the MoU memorandums of understanding, Contracts contracts and sub sub-contracts under this GEF-MSP GEF project were inadequately negotiated and that led to weak budget and expenditure control. This allowed the Project project Manager manager and the Fund fund Management management Officer officer, UNEP-ROE, Geneva, to book payments for non-GEF activities also under this GEF-MSP GEF project.

13.3C. Coordination and Management management

102. The multiple project supervision, coordination and management arrangements agreed upon for this project did not provide the necessary operational efficiency for to delivering the project outcomes. These arrangements led to inadequate supervision of the Project project Manager manager, who further compounded the situation by not submitting quarterly progress reports in time and also the not submitting reports of on the several missions that he undertook. Further more, inadequate process and project documentation on the part of the Project project Manager manager made it even more difficult for the supervisors to monitor on the ground activities.

103. Although the GEF-MSP GEF project by design was a global project, yet its ownership remained limited to the Republic of Kyrgyzstan and Carpathian countries.

104. Efficient and effective project management by the Project project Manager manager recruited at for a P-5/L- post should have ensured better project outcomes, which but this did not happen.

13.4D. Monitoring and Evaluation evaluation

105. The well laid down Monitoring monitoring and Evaluation evaluation (M&E) process for this project in the project document was never followed, which ultimately led to a premature termination of the project with several outcomes partially achieved and some not achieved at all. The Project project Manager manager should have made vigorous rigorous efforts to ensure monitoring and evaluation M&E compliance in consultation with the project supervisors.

106. The monitoring and evaluation M&E process envisaged for this GEF-MSP medium-sized project MSP was not faulty but there were significant lapses in its implementation.

14. XIV Recommendations

14.1 Recommendation 1: S. GEF-MSP Hecond GEF medium-sized project

107. Efforts should be made for to developing and implementing GEF-MSP Hthe second GEF medium-sized project so that the consensus that emerged over the strategies for sustainable development of mountain ecosystems, participation and involvement of mountain communities in decisions that affect them can find expression in the form of on-the-ground actions. However, the conceptualization of GEF-MSP Hthe second GEF medium-sized project should however be visualized conceptualized with utmost care to avoid several the pitfalls that occurred in the present is GEF-MSP GEF medium-sized project due to inadequate and ineffective project planning and management.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 2:— Synergy of actions

14.2108. Linkages between the Bishkek Mountain Platform (BMP)— the key product of the Bishkek Global Mountain Summit — and (BGMS); the Global Partnership on Sustainable Development of Mountain Areas should be established with the proposed mountain biodiversity work programme of SBSTTA the Subsidiary Body on Scientific, Technical and Technological Advice SBSTTA/ and the CBD Convention on Biological Diversity proposed 'Mountain mountain Biodiversity' biodiversity work programme. — in order to This would promote synergy of actions for to improving the planning and management for sustainable development of the mountain regions.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 3:— Water and mountain initiative

14.3109. The role and responsibilities of the World Economic Forum's "Water and Mountain mountain Initiative initiative" as incubator for private—public partnership should be expanded to demonstrate cooperative engagement between upstream and downstream landowners, based on the concept of "Payment payment for Environmental environmental Services services" (PES).

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 4:— Expanding the Mountain Watch process

110. The 'Mountain Watch' process should be expanded to take the global assessment process to a regional or national level to enhance effective decision-making on complex mountain issues. Assessments of mountain problems and issues should also be linked with climate change.— Converging the Mountain Watch and the Mountain Atlas mountain atlas process on the pattern adopted by UNEP Global Environment Outlook should be possible.— Generating interest among donors to fund this activity would make this feasible.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 5: — Maintaining the Mountain Watch portal

14.5111. Regular updates and maintenance of the interactive Internet Mountain Watch portal should be carried out by UNEP-WCMC World Conservation Monitoring Centre WCMC under its M mountain Programme programme.— The methodological details of spatial data analysis currently that is lacking in the Mountain Watch Report report should be added in to its electronic version on the Mountain Watch Portal portal.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 6:— A eComprehensive policy and framework

14.6112. Efforts should be made to evolve consensus on the lines of the Alpine and Carpathian Conventions for other mountain regions of the world in order to develop a comprehensive policy and framework for sustainable mountain development.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 7:— The Integrated Management Information System

14.7113. The problems with the integrated management information system (IMIS) at UNEP, Geneva, should be immediately fixed rectified.— Reclassification of the "Object cCodes" and "oObjects of Expenditures expenditures" in the IMIS system is required.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

Formatted: Bullets and Numbering

Recommendation 8:— Rigorous planning and project management

114. There is need for rigorous planning of various memorandums of understanding, contracts and subcontracts to be executed in a project in order to eliminate or minimize any ambiguity over subsequent payments released for activities covered under these documents. The project and the process documentation of all the project activities should be properly done in the office of the project manager. The implementation of the monitoring and evaluation system should be rigorously monitored by the project management team. The process of recruiting project managers needs to be reviewed by UNEP and should among other things include stringent reference checks.

Formatted: Indent: Left: 0.5", First line: 0", Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.75" + Tab after: 1" + Indent at: 1", Tab stops: Not at 1"

List of Annexures/annexes

Annexure I: Details of activities under UNEP MSP “Barriers and Best best Practices practices in Integrated integrated Management management of Mountain mountain Ecosystemsecosystems” to achieve major project outeomes.

Annexure II: Terms of Reference reference (ToR) for the Evaluation evaluation of UNEP MSP “Barriers and Best best Practices practices in Integrated integrated Management management of Mountain mountain Ecosystemsecosystems”.

Annexure III: List of documents reviewed by the consultants.

Annexure IV: List of persons consulted.

Annexure V: Thematic papers and their relevance to GEF MSP objectives and evidence of best practices and their application

Annexure VI: Budget Performance performance by Object Object Codes Codes for the period January, 2003 to August 2003 provided by Fund fund Programme programme Management management Officerofficer, UNEP, ROE, Geneva.

Annexure Annex I

**Details of activities under GEF MSP the GEF medium-sized project on
“Barriers and Best Practices in the Integrated Management of Mountain Ecosystems”
to achieve major project outcomes:**

Planned Activities to Achieve Outcomes

A. Activities to contribute to Environmental Asset Management and Stakeholder Consultations; Outcome A

- a) To prepare a presentation and publish a report for a special panel on Mountain Commons during the World Economic Forum in Davos on a private-public partnership “Caring for the Mountain Commons”;
- b) To conduct special meetings with representatives from the private sector on building private-public partnership on the upland-lowland nexus and promotion of ecological service payments;
- c) To conduct face-to-face consultations as part of the meetings of the Inter-agency Group on Mountains (LAGM) includes more than 50 representatives from developing countries, NGOs non-governmental organizations, governments, multi-national and national development agencies, private sector and specialized institutions), BGMS Bishkek Global Mountain Summit preparatory process, national and regional consultations, and during the WSSD World Summit on Sustainable Development and BGMS Bishkek Global Mountain Summit meetings;
- d) To support participation from developing countries for all major national and international IYM International Year of the Mountains consultations for detailed discussions and interviews with the practitioners of development and conservation in mountains, dwellers in mountain communities, representatives of local administrations, non-governmental organizations NGOs and community-based organisations organizations, and field visits to remote mountain areas in all continents, to ensure a bottom-up approach to problem definition and problem solving;
- e) To produce a report on the problems and their solutions on building private-public partnerships on the upland-lowland nexus and promoting fair economic valuation of upland ecological services, and establishment of mountain stakeholders associations to be combined to with the Mountain Atlas mountain atlas (or as a separate publication).

Formatted: Bullets and Numbering

B. Activities to contribute to the Bishkek Mountain Platform; Outcome B

- f) To prepare TOR terms of reference for ten thematic papers for the BGMS Bishkek Global Mountain Summit, and to organize the preparation of papers;
- g) To conduct e-consultations through the Mountain Forum electronic network on draft thematic papers in order to elicit constructive criticism, suggestions for improvement, and relevant case studies;
- h) To review the thematic papers through the regional meetings of the “High Summit-Summit” process, which will include the preparation of regional assessments and their discussion, leading to proposals for improving the application of the papers at on a regional scales;
- i) To ensure finalization of the thematic papers based on inputs from the e-consultations, the “High Summit” process, and other sources;
- j) To prepare a synthesis of the thematic papers as an input to the BGMS Bishkek Global Mountain Summit (draft Bishkek Mountain Platform) and WSSD World Summit on Sustainable Development;
- k) To facilitate the participation of key individuals designated by the African, Asia/Pacific, Central European and Central and South American “High Summit-Summit” regional meetings in the BGMS Bishkek Global Mountain Summit, thus ensuring their ownership of the BGMS Bishkek Global Mountain Summit outputs;

Formatted: Bullets and Numbering

C.- Activities to contribute to **Best-best Praetice-practice Guidelinesguidelines, the Mountain Atlasmountain atlas and Mountain Watch-; Outcome C**

1. ~~to~~ carry out a desk-study, including a database and critical assessment of integrated management of mountain ecosystemsIMME projects implemented between 1991 and 2001 by GEF and its partners (FAO, ICIMODInternational Centre for Integrated Mountain Development, TMThe Mountain Institute, IUCN, WWF, GTZ, ADBAsian Development Bank and other major international and bilateral agencies);
2. ~~to~~ carry out a consultation process involving Mountain Forum e-consultations, regional workshops, and regional offices of FAO, and to solicit case studies of barriers and best practices in IMME.
3. ~~to~~ undertake a planning workshop to be held at UNEP-WCMCWorld Conservation Monitoring CentreWCMC in early 2002 for the purposes of identifying key data sets, key partners, and approaches for the Mountain Atlasmountain atlas and Mountain Watch;
4. ~~to~~ compile key spatial data sets on the status and trends in the condition of mountain ecosystems and selected pressures;
5. ~~to~~ prepare a preliminary integrated assessment of the condition of mountain ecosystems, and the vulnerability of these ecosystems to selected pressures; and to publish a report describing the assessment undertaken through a process of dialogue with key partners;
6. ~~to~~ make Speeial-special presentations and displays at the World Summit on Sustainable Development;WSSD
7. ~~to~~ hold a side event at the Bishkek Summit at which the draft guidelines and Mountain Watch report will be circulated;
8. ~~to~~ produce a mountain internet portal in support of the Bishkek-mountain-summitBishkek Global Mountain Summit;
9. ~~to~~ develop an application providing access to information relevant to mountain ecosystems;
10. ~~to~~ publish the final guidelines and a selected set of case studies of best practices in Mountain Research and Development;
11. ~~to~~ organise-organize three regional workshops, to be held in Latin America, Africa and Central and South-east Asia, to identify best practices for the sustainable development of mountain areas in each region;
12. ~~to~~ produce a Mountain Atlasmountain atlas with reports of the condition of mountain ecosystems based on the results of the extensive consultations held, including an assessment on the vulnerability of different areas to selected pressures, and an evaluation of the implications for sustainable development of the human populations in each region;
13. ~~to~~ identify the implications of the condition of mountain ecosystems for policy development and implementation, with a specific focus on how adverse environmental impacts can be mitigated in practice; this will include reference to specific case studies identified at the regional workshops.

Formatted: Bullets and Numbering

TERMS OF REFERENCE

For the evaluation of the project on barriers and best practices in integrated management of mountain ecosystems

Under the guidance of the Chief of Evaluation and Oversight Unit (EOU) and in close co-operation with the ~~director~~ Director of the UNEP's Regional Office for Europe (ROE), Geneva, the Director, UNEP World Conservation Monitoring Centre (WCMC) in Cambridge and the Task Manager, ~~MSP~~ Medium-sized Projects in the Division of GEF Coordination, Global Environment Facility (DGEF) in Nairobi, Kenya, the evaluator shall undertake a detailed review and evaluation of the project, "Barriers and ~~Best best Practices-practices in~~ ~~Integrated-integrated~~ Management-management of Mountain-mountain Ecosystems-ecosystems". The evaluation shall be conducted by a consultant in consultation with the ~~EOU~~ Evaluation and Oversight Unit during the period between ~~1st-1~~ September 2003 ~~and 12th-12~~ October 2003 (10.5 days spread over 6 weeks).

1.1. Background

This project was launched during the International Year of Mountains when the United Nations General Assembly endorsed the proposal of the Government of the Republic of Kyrgyzstan to organize the year 2002 as the International Year of ~~the~~ Mountains (IYM). It invited FAO to serve as the lead agency in collaboration with governments, UNEP, UNDP, UNESCO and other relevant organizations of the United Nations system and non-governmental organizations. To celebrate the ~~International Year of the Mountains~~ IYM, the Government of the Republic of Kyrgyzstan hosted the Bishkek Global Mountain Summit (BGMS) from ~~28~~ October ~~28th~~ to ~~1~~ November ~~1st~~, 2002 where participants could present achievements and agree on concrete actions to ensure sustainable development and management of mountain regions in the 21st century. The Government of Kyrgyzstan, the Swiss Development Corporation, the Aga Khan Development Network, and several other donors were to finance the preparatory process for the ~~BGMS~~ Bishkek Global Mountain Summit.

GEF financing was sought for an additional element of the ~~BGMS~~ Bishkek Global Mountain Summit, which would provide an analysis of the practices and barriers in integrated management of mountain ecosystems thus assisting in the transformation of the summit discussions into action to manage mountain ecosystems sustainably.

1.1.1. Legislative mandate

The project builds on ~~the~~ UNEP's role ~~played by UNEP in~~ assisting in the organization of the Bishkek Global Mountain Summit as an effort of the United Nations to celebrate the International Year of Mountains. It also is in line with ~~UNEP's~~ the role of UNEP as a GEF ~~implementing~~ implementing Agency-agency where ~~the~~ UNEP's comparative advantage of UNEP lies in the analysis and dissemination of best practices on various topics of importance.

1.2 Scope of the evaluation

The evaluation shall be conducted as an ~~in-~~depth evaluation. The objective of the evaluation is to establish project impact, and review and evaluate the implementation of planned project activities, outputs and outcomes against actual results. Guidelines on performance indicators are provided in the UNEP project manual pp. 13/89-13/99 and also available on http://www.unep.org/Project_Manual/.

The findings of the evaluation will be based on:

- (a) Desk review of the project document, outputs, monitoring reports (such as the quarterly reports, mission reports and the GEF annual ~~Project-project~~ Implementation-implementation Review

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", First line: 0.38", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Tab after: 0.75" + Indent at: 0", Tab stops: Not at 0.75"

review reports), and relevant correspondence. Of particular importance will be an analysis of the added value of this GEF financed initiative over and above what was to be done as part of the regular operations for the International Year of Mountains by the Government of Kyrgyzstan and the relevant partner agencies;

(b) Review of specific products including datasets, surveys, publications and materials, reports of training courses and workshops highlighting the level of quality of stakeholder consultations, presentations, technical information and strategies, and the results these outputs have had in achieving the objectives of the project;

(c) Interviews with the Director, UNEP-ROE, the Director, UNEP-~~WCMC~~World Conservation Monitoring Centre, the Director, UNEP DGEF, the Task Manager of this project at ROE, the programme officer responsible for medium-sized projects at DGEF, the relevant fund officers at DGEF and ROE, and other relevant staff of ROE and ~~WCMC~~World Conservation Monitoring Centre;

(d) Interviews with relevant stakeholders involved including government representatives, local communities, ~~NGOs~~non-governmental organizations, the private sector and UN agencies whose actions are said to have influenced, or to have been influenced, by this project.

The evaluator should develop a participatory evaluation methodology to carry out this exercise.

2.2. Terms of reference

The evaluator shall:

1. Establish to what extent the project's objectives were met and planned results attained, taking into account the indicators listed in the project document (project document annexed) and the extent to which project activities are completed and outputs attained, particularly focusing on the quality and utility of the following project outputs in improving management of mountain ecosystems which is the overall objective of this project:

- ☐ Outputs from regional, national and global consultations that were provided to Bishkek Summit
- ☐ ~~the~~The Pilot Mountain Watch
- ☐ ~~the~~The Mountain Atlasmountain atlas
- ☐ Ten thematic issue papers that were to be prepared and discussed through e-consultations.
- ☐ Results of lessons learned incorporated in Bishkek Mountain Platform
- ☐ ~~special~~Special issue of Mountain Research and Development
- ☐ ~~SMDS~~Sustainable Mountain Development guidelines
- ☐ National Comprehensive Development Frameworks / Development Planning Programmes showing how SMG guidelines were integrated into these frameworks;
- ☐ Video copy of the special "Mountain Week" on BBC World in the end of October/November 2002;
- ☐ ~~input~~Input that was integrated into the special session of UN General Assembly at the end of ~~IYM~~International Year of the Mountains;
- ☐ ~~the~~The Special panel at the World Economic Forum (WEF) in Davos 2003 and special events at Regional / National ~~WEF~~World Economic Forum meetings;
- ☐ ~~establishment~~Establishment of a public-private partnership for Mountain Commons with a potential Mountain Commons Trust Fund, with funding secured from non-GEF sources;
- ☐ ~~establishment~~Establishment of a Mountain Stakeholder association piloted in Eurasia and launched during Bishkek Summit;
- ☐ ~~overview~~Overview of mountain environments and guidelines for best practices;

Formatted: Indent: Left: 0.5", First line: 0.38", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Tab after: 0.75" + Indent at: 0", Tab stops: Not at 0.75"

Formatted: Indent: Left: 0.5", First line: 0.38", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Tab after: 0.75" + Indent at: 0", Tab stops: Not at 0.75"

Formatted: Indent: Left: 0.5", First line: 0.38", Numbered + Level: 1 + Numbering Style: a, b, c, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Tab after: 0.75" + Indent at: 0", Tab stops: Not at 0.75"

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Indent: Left: 1", Hanging: 0.38", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"

Formatted: Bullets and Numbering

- ☞ Evidence of the role of GEF, FAO, IUCN, WWF, World Bank, UNDP, UNESCO, [UNU United Nations University](#) and other partners in the Mountain Watch Portal;
- ☞ Outcomes of the three regional workshops held in Latin America, Africa and Asian regions to identify best practices for the sustainable development of mountain regions, and to develop information resources provided by the project;
- ☞ [barriers](#)-[Barriers](#) and best practice portal/database on sustainable development of mountain ecosystems;
- ☞ Web site of the mountains portal showing the spatial data sets, the integration of data sets, the best practice information on mountain management, the monitoring of hits to the site;
- ☞ [special](#)-[Special](#) issue of 'Mountain Research and Development' in 2003 showing the guidelines and set of case studies of best practices.
- ☞ [mitigation](#)-[Mitigation](#) plans developed and provided to the regional partnerships for mountain actions.

2.2—The evaluator shall assess the various aspects of the project as follows:

- Evaluate the sustainability of the environmental benefits achieved through this project including the sustenance of capacity built and the utility of the project's outputs in improving management of mountains;
- Evaluate the level of stakeholder participation.— Attention should be paid to the type and level of participation by various stakeholders at different stages of project implementation, with particular attention to the criteria used for selecting stakeholders who were supported financially from this project.
- Examine the country ownership of the project during project design and implementation.— Attention should be paid to the relevance of project and impact on national development and environmental agendas, regional and international agreements, and recipient country commitment, not limited to Kyrgyzstan, the host of the Bishkek Summit.
- Review from the point of adaptive project management the effectiveness of the institutional structure, financial planning including the level of co-financing both cash and in-kind, the staffing, administrative arrangements and operational mechanisms at the project level, particularly the functioning of the project management and steering committees;
- Assess the replicability of the project taking into account arrangements and steps taken in this respect.
- Review the monitoring and evaluation system as an effective management tool of the project.— Attention should be paid to the identification of baselines and indicators, quality of backstopping, quality assurance, and control of deliverables.
- Identify lessons learned.
- Provide recommendations to UNEP and its executing partners regarding future actions to follow up this project.

3. Evaluation report format and procedures

The evaluation report shall be a detailed report, written in English, of no more than 20 pages exclusive of the executive summary, the lessons learned, and the findings and recommendations and include:

- ⓐ) Executive summary (no more than 3 pages)
- ⓑ) Separate section on lessons learned
- ⓒ) Separate section on findings and recommendations
- ⓓ) All annexes should be typed.

The success of project implementation will be rated on a scale of 1 to 5 with 1 being the highest rating and 5 being the lowest. The following items should be considered for rating purposes:

- — Attainment of objectives and planned results

Formatted: Bullets and Numbering

Formatted: Indent: Left: 1", Hanging: 0.38", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

- Attainment of outputs and activities
- Cost-effectiveness
- Impact
- Sustainability
- Stakeholders participation
- Country ownership
- Implementation approach
- Financial planning
- Replicability
- Monitoring and evaluation

Formatted: Bullets and Numbering

Each of the items should be rated separately and then an overall rating given. The following rating system is to be applied:

1 = Excellent	(90 per cent - 100 per cent achievement)
2 = Very Good	(75 per cent - 89 per cent)
3 = Good	(60 per cent - 74 per cent)
4 = Satisfactory	(50 per cent - 59 per cent)
5 = Unsatisfactory	(49 per cent and below)

In accordance with UNEP/GEF policy, all GEF projects are evaluated by an independent evaluator contracted by the EOU Evaluation and Oversight Unit, and not associated with the implementation of the project. The evaluator should have the following qualifications: (i) Basic expertise on the subject matter, (ii) Experience with projects of a global nature, and (iii) project evaluation.

4. Outputs of the Evaluation

⋮

The final report shall be written in English and submitted in electronic form in MS Word Format by 10th October 2003, and should be addressed as follows:

~~Mr. Mr. Mr.~~ Segbedzi Norgbey, Chief, Evaluation and Oversight Unit
 UNEP, P.O. Box 30552
 Nairobi, Kenya
 Tel.: (254-20) 623387
 Fax: (254-20) 623158
 Email: segbedzi.norgbey@unep.org

With a copy to:

~~Mr. Mr. Mr.~~ Ahmed Djoghlaif, Director
 UNEP/Division of GEF Coordination
 P.O. Box 30552
 Nairobi, Kenya
 Tel: + 254-20-624166
 Fax: + 254-20-624041/4042
 Email: ahmed.djoghlaif@unep.org

~~Mr. Mr. Mr.~~ Fritz Schlingemann
 Director, ROE,
 Email: frits.schlingemann@unep.ch

~~Mr. Mr. Mr.~~ Mark Collins
 Director, UNEP-~~WCMC~~ World Conservation Monitoring Centre WCMC
 Email: info@unep-wcmc.org

The evaluation report will be printed in hard copy and published on the Evaluation and Oversight Unit's web-site www.unep.org/eou.

5. **Schedule of ~~Evaluation~~evaluation**

The contract will begin on 1st September 2003 – ~~12th October~~12 October 2003 (10.5 days spread over 6 weeks). The consultant will submit a first draft to ~~EOU~~Evaluation and Oversight Unit on ~~29th-29~~ September 2003. A draft version will be forwarded to the Directors, ROE, DGEF and ~~WCMC~~World Conservation Monitoring CentreWCMC for initial comment. Comments on the final draft report will be sent to the consultant after a maximum of ~~2~~two weeks. After incorporating the comments, the consultant will submit the final report.

— The evaluator will travel to Geneva, Cambridge and possibly Kyrgyzstan if deemed necessary by the consultant following his/ or her findings in Geneva and Cambridge, to interview the ~~(F~~Task Manager-manager of the project and relevant staff of ROE and ~~WCMC~~World Conservation Monitoring CentreWCMC. Telephone interviews will be conducted with DGEF. The consultant will carry out written or telephone interviews of stakeholders who have been said to have influenced or have been influenced by this project.

6. **Schedule of ~~Payment~~payment**

— The evaluator will receive an initial payment of 40%~~per cent~~ of the total amount to be made upon assessment of satisfactory progress by submitting the draft report. Final payment of 60%~~per cent~~ will be made upon satisfactory completion of work. The fee is payable under the individual SSAs of the evaluator. The travel will be prepared separately and will be inclusive of all expenses such as travel, accommodation and incidental expenses.

In case, the evaluator cannot provide the products in accordance with the ~~TOR~~terms of reference, the timeframe agreed, or his products are substandard, the payment to the evaluator could be withheld, until such a time the products are modified to meet UNEP's standards. In case the evaluator fails to submit a satisfactory final product to UNEP, the product prepared by the evaluator may not constitute the evaluation report.

12~~th~~ August 2003

Annexure III

List of documentation perused

1. Project document for GEF-MSP the GEF medium-sized project Barriers and Best-best Practices practices in Integrated-integrated Management-management of Mountain-mountain Ecosystems ecosystems (UNEP-GEF Project No.: CP/GF/2740-02-4410 PMS/CP/GF/5023-01-03).
2. Quarterly progress reports
 - i. Quarterly progress report Progress Report (1 July –30 September 2002)
 - ii. Quarterly progress report Progress Report (1 Oct-31 December 2002)
 - iii. Quarterly progress report Progress Report (1 January –31 March 2003)
 - iv. Quarterly Progress Report (1 April-30 June, 2003)
3. UNEP's Guidance Manual-manual for project evaluation.
4. Compilation of Mountain Forum E-Consultations on Thematic-thematic Papers-papers for the Bishkek Global Mountain Summit-(11th-11 February – 28th-28 April, 2002) containing the following thematic papers:
 - i. Conflicts and peace in mountain areas (draft paper C2) author by:- Frederick Starr.
 - ii. Mountain Tourism-tourism and the conservation and maintenance of biological and cultural diversity (draft paper B3) authored-by:- Wendy Brewer Lama- and Nikhat Sattar.
 - iii. Sustainable livelihoods and poverty alleviation (draft paper B2) authored-by:- Steve Rasmussen and Safdar Parvez
 - iv. Mountain infrastructure: access, communications, energy (draft paper D1) authored-by:- Thomas Kohler
 - v. Institutions for democratic and decentralized sustainable mountain development (draft paper C1) authored-by:- Jane Pratt
 - vi. The Role-role of Education-education, Science-science and Culture-culture for Sustainable sustainable Mountain-mountain Development-development (draft paper D2) authored-by:- Bruno Messerli and Edwin Bernbaum
 - vii. The challenges of mountain environments: Water, natural resources, hazards, desertification and the implications of climate change (draft paper E1) authored-by:- Mylvakanam Iyngararasan, Li Tianchi and Surendra Shrestha
 - viii. Legal, economic, and compensation mechanisms in support of sustainable mountain development (draft paper B1) authored-by:- Maritta Koch-Weser &and Walter Kahlenborn
 - ix. Prospective International-international Agreements-agreements for Mountain-mountain Regions-regions (draft paper A1) authored-by:- Dr-Dr-Dr. Wolfgang Burhenne
 - x. National policies and institutions for sustainable mountain development (draft paper A2) authored-by:- Douglas McGuire
5. Reviews of "Key Issues-issues for the World's Mountain-mountain Regions-regions" (Two in number).
6. Draft Preface-preface for the edited volume 'Key Issues-Issues for World-World Mountains Mountains Regions'-Regions to be published by the United Nations University.
7. Revised Version-version of Thematic-thematic Paper-paper – The Challenges of Mountain-mountain Environments-environments: Water, Natural-natural Resources-resources, Hazards-hazards, Desertification-desertification and the Implications-implications of Climate-climate Change-change for inclusion in the edited volume 'Key Issues-issues for World-world Mountains-mountain Regions'-regions to be published by United Nations University
8. Mountain Research Development
 - i. Mountain Research and Development- Volume 20, Number 1, February 2000.
 - ii. Mountain Research and Development- Volume 22, Number 1, February 2002.
 - iii. Mountain Research and Development- Volume 23, Number 1, February 2003.

Formatted: Bullets and Numbering

Formatted: Indent: Left: 0.5", Hanging: 0.31", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"

Formatted: Bullets and Numbering

Formatted: Bullets and Numbering

9. *Notre Planet* Vol. XIII No. 3, 2002, UNEP.
10. Mountain Watch:
 - Environmental [Change-change](#) and [Sustainable-sustainable Development-development](#) in [Mountain-mountain areas](#). UNEP-WCMC [World Conservation Monitoring Centre WCMC](#), 2002.
 - 11. Flyer on World Atlas on Mountain Evaluation, Prepared by UNEP.
 - 12. The Bishkek Mountain Platform – Outcome of the Bishkek Global Mountain Summit, 28 October 2002 – 1 November 2002.
 - 13. Letter of Agreement.– Provisions of funds by the Food and Agriculture Organization (FAO) of the United Nations to the United Nations Environment Programme, Nairobi, Kenya.
 - 14. UN General Assembly Draft Resolution on the International Year of Mountains.
 - 15. Switzerland and the International Year of Freshwater 2003: The Involvement of the Swiss Agency for Development and Cooperation.
 - 16. Press ~~r~~Release on World Economic Forum: ~~of~~ Private Sector Takes Action to Improve Watershed Management – The World Economic Forum Water Initiative.
 - 17. Summary Report and Main Outcome of Meeting of Interested Stakeholders of Water and Mountains Initiative (WAMI)/World Economic Forum Water Initiative, Geneva, Switzerland 23rd ~~April~~ April 2003.
 - 18. Briefing Note on Mountain Commons Stewardship Side Event, 2002 World Economic Forum and [WSSD World Summit on Sustainable Development](#) Prep-com – UN Delegates.
 - 19. Market-based Mechanisms for Forest Conservation and Development. Steafano Pagiola, Natasha Landell-Mills and Joshua Bishop.
 - 20. Framework– Convention on the Protection and Sustainable Development of Carpathians.
 - 21. Stories from– Panapress about Bishkek summit.
 - 22. Press Release on Global Warming Triggers Glacial Lakes Flood Threat.– Himalayan Mountain Lakes at High Risk of Bursting their Banks with Devastating Consequences for People and Property; New Comes in International Year of the Mountains and on the Eve of Important Climate Change Meeting; United Nations Environment Programme (UNEP).
 - 23. UNEP Information Note.– UNEP and the International Year of the Mountains. From the Summits to the Seas – new UNEP Exhibition opens in Brussels.
 - 24. Status of the European Mountain Initiative.– United Nations Environment Programme and International Year of Mountains.
 - 25. Conclusions and Recommendations of International Meeting and Roundtables on “Sharing the Experience Mountain Sustainable Development in the Carpathians and in the Alps”. UNEP/ROE ~~&and~~ EURAC – Bolzano/Bozen.
 - 26. Report of the Ministerial Session held on 4 – 5 ~~July~~ July 2002.– United Nations Environment Programme (UNEP).
 - 27. African Mountains High Summit Conference Report.
 - 28. ~~The~~ Alpine Convention – Conservation and Sustainable Management in the Alps.
 - 29. Bishkek Global Mountain Summit – A Look into the Future.
 - 30. GF/2740-02-4410-22-1 as per ~~MoU~~ [Memorandum of Understanding](#) for “Supporting– preparation and organization of– the International Conference “Bishkek Global Mountain Summit”.
 - 31. Beyond the International Year of Mountains: A Preliminary Assessment by the FAO, the United Nations Lead Agency for ~~IYM~~ [International Year of the Mountains](#) 2002.
 - 32. Rain Water Harvesting in the Mountains – A Case Study in Sikkim, India.– Publication of the Global Rain Water Harvesting Collective ~~&and~~ The Barefoot College, Tilonia.
 - 33. The Alpine Process – an Approach for other Mountain Regions?.– International Conference, Berchtesgaden, 26 – 29 ~~June~~ June 2002 (Proceedings and Resolutions).
 - 34. From High Summit to Johannesburg... and on to Bishkek!.– High Summit, FAO.
 - 35. ~~UNU~~ [United Nations University](#) Public Forum.– Mountains: Environment and Human Activities. International Year of Mountains, 2002.
 - 36. Multimedia Encyclopedia – Mountains of Kyrgyzstan.

Formatted: Indent: Left: 0.5", Bulleted + Level: 1 + Aligned at: 0.25" + Tab after: 0.5" + Indent at: 0.5", Tab stops: Not at 0.5"

Formatted: Bullets and Numbering

Video ~~T~~Tapes

- (i) — Earth Report 6 – Summit to the Sea Part 1 (Duration 26 minutes).
- (ii) — Earth Report 6 – Summit to the Sea Part 2 (Duration 26 minutes).
- (iii) — Earth Report 6 – The Angle on Hunger (Duration 26 minutes).

(iv) — Earth Report 6 – Summit to the Sea, Special Edition (Duration 44 minutes).

Website sites

<http://www.mtnforum.org/bgms/index.html>
<http://www.globalmountainsummit.org>
<http://www.stort.unep-wcmc.org/imaps/mountains>
http://www.unep.org/Project_Manual/12.1.asp
<http://www.mountains.unep.net>

Budget Details

Revised project budget provided by Fund Programme Management Officer, UNEP, ROE, Geneva.
Budget performance by object codes for the period ~~January, January~~ 2003 ~~to~~ August 2003 provided by Fund Programme Management Officer, UNEP, ROE, Geneva.
Final expenditure report of UNEP ~~WCMC World Conservation Monitoring Centre WCMC~~ submitted for budget lines under project nos. CP/5023-01-03-2102 ~~&and~~ GF/2740-02-4410-2206 as per MOU dated 29/04/03 for “Support of Mountain Programme”.
Project expenditure report of UNEP ~~WCMC World Conservation Monitoring Centre WCMC~~ for budget line under Project No.

List of persons consulted

1. ~~Mr~~~~Mr~~~~Mr~~ Frits Schlingemann
Director and Regional Representative,
UNEP, Regional Office for Europe
15, Chemin des Anemones
CH-1219 Chatelaine
Geneva
Switzerland

Tel.: +41 22917 82 76/8291
Fax: +41 22 797 80 24/67
Email: frits.schlingemann@unep.ch
2. ~~Mr~~~~Mr~~~~Mr~~ Andrei Iatsenia
Senior Programme Officer,
Mountain Programme Coordinator
UNEP, Regional Office for Europe
15 Chemin des Anemones
1219 Chatelaine, Geneva
Switzerland

Tel.: +41 22 917 82 73
Fax: +41 22 797 80 36
Email: iatsenia@unep.ch
3. ~~Mr~~~~Mr~~~~Mr~~ Mikhail S. Evteev
Administrative and Fund Management Officer,
UNEP, Regional Office for Europe
15 Chemin des Anemones
1219 Chatelaine, Geneva
Switzerland

Tel.: +41 22 917 82 67
Fax: +41 22 797 34 42
Email: evteevm@unep.ch
4. ~~Mr~~~~Mr~~~~Mr~~ Jurg Gerber,
Vice President Environment,
Alcan technology ~~and~~ Management Ltd.
Am Bahnhof
CH-8177 Neiderglatt
Switzerland

Tel.: +41 1 852 21 22
Fax: +41 1 850 53 89
Email: juerg.gerber@alcan.com
5. ~~Dr~~~~Dr~~~~Dr~~ Mark Collins
Director,
UNEP- ~~World Conservation Monitoring~~
~~Centre~~WCMC
219 Huntingdon Road
Cambridge CB3 ODL, ~~UK~~United Kingdom

Tel.: +44 1223 277314
Fax: +44 1223 277136
Email: mark.collins@unep-wcmc.org
6. ~~Mr~~~~Mr~~~~Mr~~ Timothy Johnson
~~Director of Programmes,~~
UNEP-~~WCMC~~World Conservation Monitoring
Centre
219 Huntingdon Road
Cambridge CB3 ODL, ~~UK~~United Kingdom

Tel.: +44 1223 277314
Fax: +44 1223 277136
Email: tim.Johnson@unep-wcmc.org
7. ~~Ms~~~~Ms~~~~Ms~~ Lera Miles
~~Senior Programme Officer,~~
Forest, Dryland and Fresh Water Programme
UNEP-~~WCMC~~World Conservation Monitoring
Centre
219 Huntingdon Road
Cambridge CB3 ODL, ~~UK~~United Kingdom

Tel.: +44 1223 277314
Fax: +44 1223 277136
Email: lera.miles@unep-wcmc.org
8. ~~Mr~~~~Mr~~~~Mr~~ Phillip Fox
~~Head of Electronics Communications Services,~~
UNEP-~~World Conservation Monitoring~~WCMC
Centre219 Huntingdon Road
Cambridge CB3 ODL, ~~UK~~United Kingdom

Tel.: +44 1223 277314
Fax: +44 1223 277136
Email: phillip.fox@unep-wcmc.org
9. ~~Mr~~~~Mr~~~~Mr~~ Simon Blyth
~~GIS~~Geographical Information System
Technical Officer,
UNEP-~~World Conservation Monitoring~~WCMC
Centre219 Huntingdon Road
Cambridge CB3 ODL, ~~UK~~United Kingdom

Tel.: +44 1223 277314
Fax: +44 1223 277136
Email: simon.blyth@unep-wcmc.org
10. ~~Ms~~~~Ms~~~~Ms~~ Helen Gray
Project Administrator
UNEP-~~World Conservation Monitoring~~
CentreWCMC (UNEP-WCMC)
219 Huntingdon Road
Cambridge, CB3 ODL, ~~UK~~United Kingdom

Email: Helen.gray@unep-wcmc.org
11. ~~Ms~~~~Ms~~~~Ms~~ Sheila Aggarwal-Khan
UNEP DGEF
The Division of Global Environment Facility Co-
ordinaCoordination (DGEF)
P.O.Box 30552

Nairobi – Kenya.

Tel.: (254)(20) 624041
Fax: (254) (20) 624042;
Email: Sheila.Aggarwal-Khan@unep.org

12. ~~Mr. Mr. Mr.~~ David Duthie
UNEP/GEF Biodiversity Enabling Activities
PO Box 30552
Gigiri
Nairobi - Kenya

Tel: +254-20-623717 (~~Please note new city code~~)
Mobile: +254-722-786743
Fax: +254-20-624268
E-mail: ~~—~~ david.duthie@unep.org

13. ~~—~~ ~~Ms. Ms. Ms.~~ Sandeep Bhambra
UNEP
~~The Division of Global Environment Facility Co-~~
~~ordination~~ ~~Coordination~~ (DGEF)
P.O.Box 30552
Nairobi – Kenya.

Tel.: (254)(2) 623347
Fax: (254) (2) 624041;
Email: ~~Sandeep.Bhambra@unep.org~~

14. ~~Dr. Dr. Dr.~~ Anna Tengberg
Land Degradation Unit
UNEP, ~~Division of GEF Coordination~~

P.O. Box 30552, Nairobi,
-Kenya

Tel. 254-20-624147
Fax. 254-20-624617
Email: ~~Anna.Tengberg@unep.org~~

15. ~~Ms. Ms. Ms.~~ Rita Janssen
Account Manager
Allen Press, Inc. ~~-----~~
810 E. 10th Street Lawrence,
-KS - USA 66044 ~~-----~~

Tel: 785-843-1234 - Ext. 115
Fax: ~~—~~ 785-843-1244
mailto: ~~rjanssen@allenpress.com~~
http://www.allenpress.com

16. ~~Dr. Dr. Dr.~~ Christoph Imboden
Begl 222A
CH-7477 Filisur
Switzerland
Tel ~~—~~ + 41 81 420 4200
Fax ~~—~~ + 41 81 420 4201
Mob ~~—~~ + 41 78 878 0101
ch.imboden@bluewin.ch

17. ~~Dr. Dr. Dr.~~ J. Gabriel Campbell
Director General
International Centre for Integrated Mountain
Development (ICIMOD)
&and Chairperson, Mountain Forum
P.O. Box 3226, Kathmandu, Nepal

Tel: ~~—~~ (977 1) 5525 313 ~~—~~ or 5525 318 (direct)
Fax: (977 1) 5524 509 ~~—~~ or 5536 747
Email: ~~gcampbell@icimod.org.np~~

18. ~~Dr. Dr. Dr.~~ Basanta Shrestha,
—Head, Mountain Environment Information
Systems,
International Centre for Integrated Mountain
Development (ICIMOD)
P.O. Box 3226, Kathmandu, Nepal

Tel: ~~—~~ (977 1) 5525 313 ~~—~~ or 5525 318 (direct)
Fax: (977 1) 5524 509 ~~—~~ or 5536 747
Email: ~~bshrestha@icimod.org.np~~

19. ~~Dr. Dr. Dr.~~ Eklabya Sharma
International Centre for Integrated Mountain
Development (ICIMOD)
P.O. Box 3226, Kathmandu,
Nepal

Tel: ~~—~~ (977 1) 5525 313
Fax: (977 1) 5524 509 ~~—~~ or 5536 747
Email: ~~esharma@icimod.org.np~~

20. ~~Dr. Dr. Dr.~~ Martin Price
Director, Centre for Mountain Studies
Perth College
UHI Millennium Institute
Crieff Road
Perth PH1 2NX, ~~UK~~ ~~United Kingdom~~

Tel: +44 (0) 1738-877217
Fax: +44 (0) 1738-877018
Email: ~~Martin.Price@perth.uhi.ac.uk~~

21. ~~Dr. Dr. Dr.~~ Libor Jansky,
—Senior Academic Programme Officer
—Environment and Sustainable Development
—United Nations University
—Tokyo,
Japan

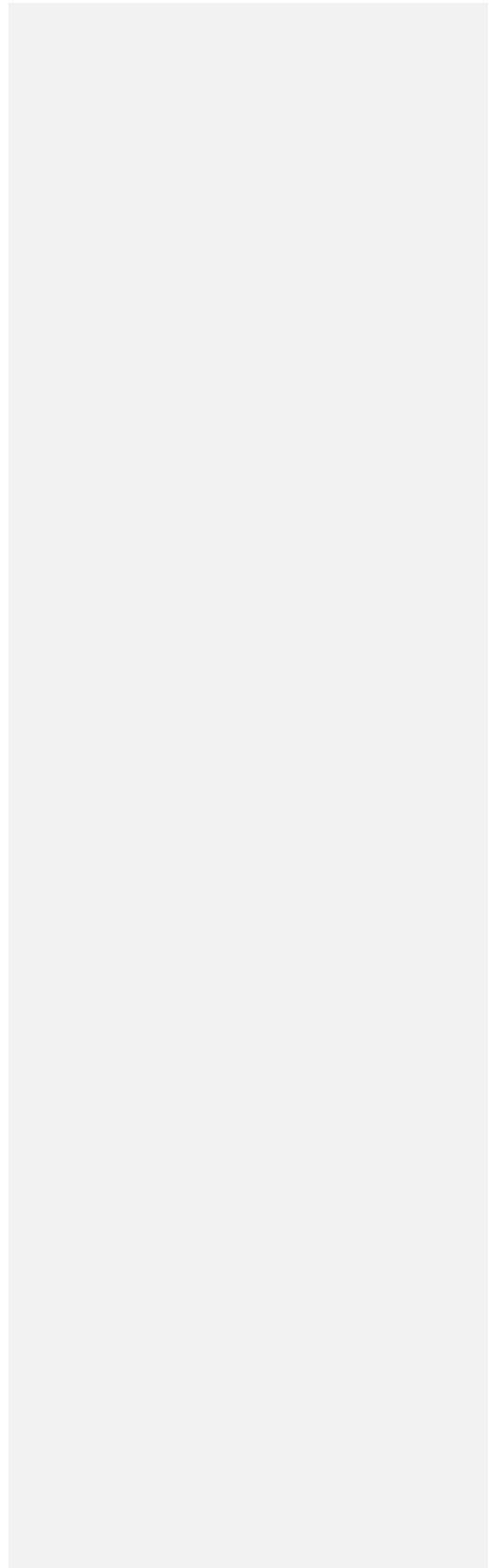
Tel: +81-3-3499-2811
—Fax: +81-3-3406-7347
—Email: ~~Jansky@hq.unu.edu~~

22. ~~Dr. Dr. Dr.~~ Bruno Messerli
CDE, University of Berne, Switzerland, and Chief
Coordinator,
~~UNU~~ ~~United Nations University~~ Global Mountain
Partnership Programme

Email: ~~bmesserli@bluewin.ch~~

23. ~~Dr. Dr. Dr.~~ Jack D. Ives—
Senior Adviser, ~~UNU~~ ~~United Nations University~~,
-Environment and Sustainable Development
Programme

—Email: ~~JackIves@pigeon.carleton.ca~~



Annexure V**Thematic papers and their relevance to GEF- medium-sized project-MSP objectives and evidence of best practices and their application**

Thematic papers and their relevance to GEF-MSP objectives and evidence of best practices and their application

Title of the thematic paper	Author	Relevance of theme to GEF <u>medium-sized project</u>-MSP objectives and evidence of best practices	Evidence of application or potential application in future.
Conflicts and peace in mountain areas	Frederick Starr	The paper has drawn many elements that are common to conflicts in mountains and also provides some prescriptions for remedial actions. The case studies and examples identified to supplementing the learning— in the above paper are relevant for conflict resolution.—The establishment of friendship a biosphere reserve of trans-boundary nature is an example of good practice. This case study also shares ideas that have gone into the design of this reserve and the success in promoting work with local farmers.	Learning and examples have global relevance and application.
Mountain tourism and the conservation and maintenance of biological and cultural diversity	Wendy Brewer Lama, Nikhat Sattar	The paper discusses relationship between mountain tourism and objectives of mountain development and conservation. A series of variables that should be taken into consideration about how to generate mountain tourism alternatives are documented.—The paper draws focus on community management of resources, policy level commitment to mountain tourism management, integrated approaches for mountain development, reinvestment of tourism revenues in conservation, benefit sharing, conservation contracts with community, partnership etc. Best practice examples of successful tourism in mountain areas that have been successful in conserving biological and cultural diversity are also presented.	Examples are illustrated from very diverse countries – Pakistan, India, Nepal, Canada, China, Alaska, Australia, Kyrgyzstan.
Sustainable livelihoods and poverty alleviation	Stephen F. Rasmussen and Safdar Parvez	The paper presents an assessment of poverty and livelihood issues pertaining to mountain communities. It has drawn inferences from global experience and thus has global context. The paper provides comparisons of global averages of socio-economic variables like GDP, mortality rates, life expectancy and adult literacy	The authors' argument that economic growth in the rest of the country is important for mountain areas to grow is an important take home message for most mountain countries.
Mountain infrastructure: access, communications, energy	Thomas Kohler	The paper convincingly argues that access, communication and energy are vital issues for sustainable mountain development, discusses principles for best practices and uses country examples to illustrate application of the various principles.	A range of case studies and examples supplement this paper and provide examples of good practices of promoting eco-friendly and adaptive technology. Design and implementation of passive solar buildings in mountain areas of Laddakh in India, development of 'Green Road' concept in Nepal and the 'Green' building concept in Colorado are good examples of application.
Institutions for democratic and decentralized sustainable mountain development	Jane Pratt	The paper highlights the fact that extent of isolation and self-sufficiency of mountain communities determine the appropriateness of institutional arrangements for sustainable mountain development initiatives. An important take home message based on examples discussed is that partnerships whether between upstream and	Lessons are applicable globally. The paper has underlined the urgency of development of supportive institutions for welfare of mountain community, resources and environment

Title of the thematic paper	Author	Relevance of theme to GEF <u>medium-sized project-MSP</u> objectives and evidence of best practices	Evidence of application or potential application in future.
		downstream dwellers, governments and private organization producer and consumers or global communities and local institutions are often most successful when initiated by the stakeholder themselves.	
The role of education, science and culture for sustainable mountain development	Bruno Messerli and Edwin Bernbaum	The importance of education and scientific approaches are recognized as critical for reducing the isolation of mountain communities and for managing the mountains ecosystems. Means of promoting traditional and formal knowledge are discussed and information about a host of institutions, organizations and global programme dedicated to promoting local and regional knowledge of protection and conservation of mountains is shared.	Paper encourages the advancement in learning through networking for global benefits.
The challenges of mountain environments: Water, natural resources, hazards, desertification and the implications of climate change	Mylvakanam lyngararasan, Li Tianchi and Surendra Shrestha	The paper analysis the climate change and implications on mountain environment. It also highlights the possible steps for monitoring glacial lake outburst flood, mitigation and early warning systems.—The case study on rehabilitation and agriculture production in ridged field in Peru is an example that demonstrates how the participatory development of appropriate technology helped peasant communities develop sustainable agriculture in arid areas.	Use of appropriate technology for sustainable mountain development already being practiced in Peru can be very helpful in developing framework for sustainable agricultural systems for many other mountain regions of the world.
Legal, economic, and compensation mechanisms in support of sustainable mountain development	Maritta Koch-Weser and Walter Kahlenborn	The paper introduces the concept of economic evaluation of Environmental Services and the use of Payment of Environmental Services (PES) as an instrument for water management for better co-operation among upland-lowland farmers.	Case studies represent diverse mountain regions of the world where <u>PESPayments for Environmental Services</u> is already picking up fast as an instrument for watershed management and some of them actually represent models in conflict resolution.
Prospective International Agreements for Mountain Regions	Dr. Dr. Wolfgang Burhenne	In absence of any legally binding global agreements that cover concerns related to mountain regions that otherwise vary in legal, political, economic and socio cultural situations, the paper provides a useful guidance on issues to be considered in designation of new rules, agreements to be framed for implementation in national, international and trans boundary areas	Examples of several agreements (Vienna and Alpine convention) are quoted for their pros and cons to be considered in any new initiatives of framing rules and agreement for protection of environment. The paper provides comprehensive information on principles and ground rules that are to be elaborated in addressing specific commitments and obligations.
National policies and institutions for sustainable mountain development	Douglas McGuire	Provides the awareness of the need to create policies and institution at the national level that meet the specific needs of mountain region and contribute in decisive manner for the implementation of this objective.	Shares examples of policies created or those to be implemented in several countries including Austria, France, Georgia, Poland, Morocco, Nepal, Japan—and Bulgaria.

Annexure Annex —VI

Budget Performance by object codes for the period January, 2003 ~~to~~ August 2003 provided by the Fund Programme Management Officer, UNEP, ROE, Geneva

DUTY STATION: ~~GENV~~
 FUND TYPE: ~~4~~ Technical Co-operation
 FUND: CPL NAME: Counterpart Contributions in Support of the Environment Fund Activities.
 BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P135 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED

CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE
441	Other Fund Source Project Personnel						
1110	Experts /10	52,000.00	0.00	0.00	5,988.475,988.47	6,011.53	
1210	OPAS experts UNDP/National professional staff UNFPA /10	6,000.000.00	0.00	0.00	0.00	6,000.00	
1320	Administrative Support Personnel /20	5,000.002,700.000.00	0.00	0.00	5,000.00		
1601	Mission Costs(UNDP) Consultants(UNFPA) /1	2,000.000.00	0.00	0.00	0.00	2,000.00	
OBJECT CLASS 441	:	65,000.00	2,700.000.00	5,988.475,988.47	5,919,011.53		
443	Other Fund Source Operating Expenses						
3302	In service training /2	50,200.00	0.00	0.00	0.00	50,200.00	
OBJECT CLASS 443	:	50,200.00	0.00	0.00	0.00	50,200.00	
PROJECT ID TOTAL	:	115,200.00	2,700.000.00	5,988.475,988.47	109,211.53		

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P135 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED
 CLASS/CODES OBJECT OF EXPENDITURE ALLOTMENT ENCUMBRANCE OBLIGATION DISBURSEMENTS AMOUNT ALLOT BALANCE

ORG UNIT TOTAL	:	115,200.00	2,700.000.00	5,988.475,988.47	109,211.53		
----------------	---	------------	--------------	------------------	------------	--	--

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P135 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED
 CLASS/CODES OBJECT OF EXPENDITURE ALLOTMENT ENCUMBRANCE OBLIGATION DISBURSEMENTS AMOUNT ALLOT BALANCE

PROGRAMME TOTAL:	:	115,200.00	2,700.000.00	5,988.475,988.47	109,211.53		
------------------	---	------------	--------------	------------------	------------	--	--

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P135 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED

CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE
BUDGET SECTION TOTAL:							
	:		115,200.00	2,700,000.00	5,988.475,988.47	109,211.53	

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P135 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED

CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE
FUND TOTAL:							
		115,200.00	2,700,000.00	5,988.475,988.47	109,211.53		

FUND: GXL NAME: UNEP Project Accounts

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P149 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED

CLASS/CODES

CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE
441	Other Fund Source Project Personnel						
1110	Experts /10	105,000.00	0.00	0.00	106,783.37	106,783.37	1,783.37
1301	Administrative Support Personnel /1	10,300.00	0.00	0.00	19,440.93	19,440.93	9,140.93
1601	Mission Costs(UNDP) Consultants(UNFPA) /1	10,000.00	0.00	2,332.00	7,132.44	9,464.44	535.56
OBJECT CLASS 441	:		125,300.00	0.00	2,332.00	133,356.74	135,688.74
443	Other Fund Source Operating Expenses						
3301	In service training /1	2,500.00	0.00	6,379.41	6,379.41	3,879.41	
OBJECT CLASS 443	:		2,500.00	0.00	6,379.41	6,379.41	3,879.41
445	Other Fund Source Miscellaneous						
5301	Sundry (UNDP new regime)	1,600.00	0.00	1,635.30	2,335.82	3,971.12	2,371.12
5302	Sundry	5,457.00	0.00	832.27	832.27	4,624.73	
5303	Sundry	19,500.00	0.00	2,400.00	2,453.88	4,853.88	14,646.12
OBJECT CLASS 445	:		26,557.00	0.00	4,035.30	5,621.97	9,657.27
PROJECT ID TOTAL	:		154,357.00	0.00	6,367.30	145,358.12	151,725.42

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P149 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED

CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE
-------------	-----------------------	-----------	-------------	------------	---------------	--------	---------------

ORG UNIT TOTAL : 154,357.00 0.00 6,367.30 145,358.12 151,725.42 2,631.58

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P149 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED
 CLASS/CODES OBJECT OF EXPENDITURE ALLOTMENT ENCUMBRANCE OBLIGATION DISBURSEMENTS AMOUNT ALLOT BALANCE
 PROGRAMME TOTAL: : 154,357.00 0.00 6,367.30 145,358.12 151,725.42 2,631.58

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P149 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED
 CLASS/CODES OBJECT OF EXPENDITURE ALLOTMENT ENCUMBRANCE OBLIGATION DISBURSEMENTS AMOUNT ALLOT BALANCE
 BUDGET SECTION TOTAL: : 154,357.00 0.00 6,367.30 145,358.12 151,725.42 2,631.58

BUDGET SECTION: PROGRAMME: 2655 ORG UNIT: 2666 PROJECT ID: P149 BIS SUBPROGRAMME:
 OBJECT PRE COMMITTED UNCOMMITTED
 CLASS/CODES OBJECT OF EXPENDITURE ALLOTMENT ENCUMBRANCE OBLIGATION DISBURSEMENTS AMOUNT ALLOT BALANCE
 FUND TOTAL: 154,357.00 0.00 6,367.30 145,358.12 151,725.42 2,631.58 DUTY STATION:

GENV

FUND TYPE: 4 Technical Co-operation

FUND: CPL NAME: Counterpart Contributions in Support of the Environment Fund Activities.

BUDGET SECTION:	PROGRAMME:	2655	ORG UNIT:	2666	PROJECT ID:	P135	BIS SUBPROGRAMME:	
OBJECT	PRE-			COMMITTED		UNCOMMITTED		
CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT	BALANCE
441	Other Fund Source - Project Personnel							
1110	Experts /10	52,000.00	0.00	0.00	5,988.47	5,988.47		46,011.53
1210	OPAS experts UNDP/National professional staff - UNFPA /10	6,000.00	0.00	0.00	0.00	0.00		6,000.00
1320	Administrative Support Personnel /20	5,000.00	2,700.00	0.00	0.00	0.00		5,000.00
1601	Mission Costs(UNDP) - Consultants(UNFPA) /1	2,000.00	0.00	0.00	0.00	0.00		2,000.00
OBJECT CLASS 441	:	65,000.00	2,700.00	0.00	5,988.47	5,988.47		59,011.53
443	Other Fund Source - Operating Expenses							
3302	In-service training /2	50,200.00	0.00	0.00	0.00	0.00		50,200.00
OBJECT CLASS 443	:	50,200.00	0.00	0.00	0.00	0.00		50,200.00
PROJECT ID TOTAL :		115,200.00	2,700.00	0.00	5,988.47	5,988.47	109,211.53	

<u>BUDGET SECTION:</u>		<u>PROGRAMME:</u>	<u>2655</u>	<u>ORG UNIT:</u>	<u>2666</u>	<u>PROJECT ID:</u>	<u>P135</u>	<u>BIS SUBPROGRAMME:</u>		
<u>OBJECT</u>						<u>PRE-</u>		<u>COMMITTED</u>	<u>UNCOMMITTED</u>	
<u>CLASS/CODES</u>	<u>OBJECT OF EXPENDITURE</u>		<u>ALLOTMENT</u>	<u>ENCUMBRANCE</u>	<u>OBLIGATION</u>	<u>DISBURSEMENTS</u>		<u>AMOUNT</u>	<u>ALLOT BALANCE</u>	
ORG UNIT TOTAL :			115,200.00	2,700.00	0.00	5,988.47		5,988.47	109,211.53	

<u>BUDGET SECTION:</u>		<u>PROGRAMME:</u>	<u>2655</u>	<u>ORG UNIT:</u>	<u>2666</u>	<u>PROJECT ID:</u>	<u>P135</u>	<u>BIS SUBPROGRAMME:</u>		
<u>OBJECT</u>						<u>PRE-</u>		<u>COMMITTED</u>	<u>UNCOMMITTED</u>	
<u>CLASS/CODES</u>	<u>OBJECT OF EXPENDITURE</u>		<u>ALLOTMENT</u>	<u>ENCUMBRANCE</u>	<u>OBLIGATION</u>	<u>DISBURSEMENTS</u>		<u>AMOUNT</u>	<u>ALLOT BALANCE</u>	
PROGRAMME TOTAL: :			115,200.00	2,700.00	0.00	5,988.47		5,988.47	109,211.53	

<u>BUDGET SECTION:</u>		<u>PROGRAMME:</u>	<u>2655</u>	<u>ORG UNIT:</u>	<u>2666</u>	<u>PROJECT ID:</u>	<u>P135</u>	<u>BIS SUBPROGRAMME:</u>		
<u>OBJECT</u>						<u>PRE-</u>		<u>COMMITTED</u>	<u>UNCOMMITTED</u>	
<u>CLASS/CODES</u>	<u>OBJECT OF EXPENDITURE</u>		<u>ALLOTMENT</u>	<u>ENCUMBRANCE</u>	<u>OBLIGATION</u>	<u>DISBURSEMENTS</u>		<u>AMOUNT</u>	<u>ALLOT BALANCE</u>	
BUDGET SECTION TOTAL: :			115,200.00	2,700.00	0.00	5,988.47		5,988.47	109,211.53	

<u>BUDGET SECTION:</u>		<u>PROGRAMME:</u>	<u>2655</u>	<u>ORG UNIT:</u>	<u>2666</u>	<u>PROJECT ID:</u>	<u>P135</u>	<u>BIS SUBPROGRAMME:</u>		
<u>OBJECT</u>						<u>PRE-</u>		<u>COMMITTED</u>	<u>UNCOMMITTED</u>	
<u>CLASS/CODES</u>	<u>OBJECT OF EXPENDITURE</u>		<u>ALLOTMENT</u>	<u>ENCUMBRANCE</u>	<u>OBLIGATION</u>	<u>DISBURSEMENTS</u>		<u>AMOUNT</u>	<u>ALLOT BALANCE</u>	
FUND TOTAL:			115,200.00	2,700.00	0.00	5,988.47		5,988.47	109,211.53	

FUND: GXL NAME: UNEP Project Accounts

<u>BUDGET SECTION:</u>		<u>PROGRAMME:</u>	<u>2655</u>	<u>ORG UNIT:</u>	<u>2666</u>	<u>PROJECT ID:</u>	<u>P149</u>	<u>BIS SUBPROGRAMME:</u>		
<u>OBJECT</u>						<u>PRE-</u>		<u>COMMITTED</u>	<u>UNCOMMITTED</u>	
<u>CLASS/CODES</u>	<u>OBJECT OF EXPENDITURE</u>		<u>ALLOTMENT</u>	<u>ENCUMBRANCE</u>	<u>OBLIGATION</u>	<u>DISBURSEMENTS</u>		<u>AMOUNT</u>	<u>ALLOT BALANCE</u>	<u>OBJECT</u>
441	Other Fund Source - Project Personnel									
1110	Experts /10		105,000.00	0.00	0.00	106,783.37		106,783.37	-1,783.37	
1301	Administrative Support Personnel /1		10,300.00	0.00	0.00	19,440.93		19,440.93	-9,140.93	
1601	Mission Costs(UNDP) - Consultants(UNFPA) /1		10,000.00	0.00	2,332.00	7,132.44		9,464.44	535.56	
OBJECT CLASS 441 :			125,300.00	0.00	2,332.00	133,356.74		135,688.74	-10,388.74	
443	Other Fund Source - Operating Expenses									

3301	In-service training /1	2,500.00	0.00	0.00	6,379.41	6,379.41	-3,879.41
OBJECT CLASS 443 :		2,500.00	0.00	0.00	6,379.41	6,379.41	-3,879.41
445	Other Fund Source - Miscellaneous						
5301	Sundry (UNDP - new regime)	1,600.00	0.00	1,635.30	2,335.82	3,971.12	-2,371.12
5302	Sundry.	5,457.00	0.00	0.00	832.27	832.27	4,624.73
5303	Sundry.	19,500.00	0.00	2,400.00	2,453.88	4,853.88	14,646.12
OBJECT CLASS 445 :		26,557.00	0.00	4,035.30	5,621.97	9,657.27	16,899.73
PROJECT ID TOTAL :		154,357.00	0.00	6,367.30	145,358.12	151,725.42	2,631.58

BUDGET SECTION:	PROGRAMME:	2655	ORG UNIT:	2666	PROJECT ID:	P149	BIS SUBPROGRAMME:	
OBJECT			PRE-				COMMITTED	UNCOMMITTED
CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE	
ORG UNIT TOTAL :		154,357.00	0.00	6,367.30	145,358.12	151,725.42	2,631.58	

BUDGET SECTION:	PROGRAMME:	2655	ORG UNIT:	2666	PROJECT ID:	P149	BIS SUBPROGRAMME:	
OBJECT			PRE-				COMMITTED	UNCOMMITTED
CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE	
PROGRAMME TOTAL: :		154,357.00	0.00	6,367.30	145,358.12	151,725.42	2,631.58	

BUDGET SECTION:	PROGRAMME:	2655	ORG UNIT:	2666	PROJECT ID:	P149	BIS SUBPROGRAMME:	
OBJECT			PRE-				COMMITTED	UNCOMMITTED
CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE	
BUDGET SECTION TOTAL: :		154,357.00	0.00	6,367.30	145,358.12	151,725.42	2,631.58	

BUDGET SECTION:	PROGRAMME:	2655	ORG UNIT:	2666	PROJECT ID:	P149	BIS SUBPROGRAMME:	
OBJECT			PRE-				COMMITTED	UNCOMMITTED
CLASS/CODES	OBJECT OF EXPENDITURE	ALLOTMENT	ENCUMBRANCE	OBLIGATION	DISBURSEMENTS	AMOUNT	ALLOT BALANCE	
FUND TOTAL:		154,357.00	0.00	6,367.30	145,358.12			

|

|

