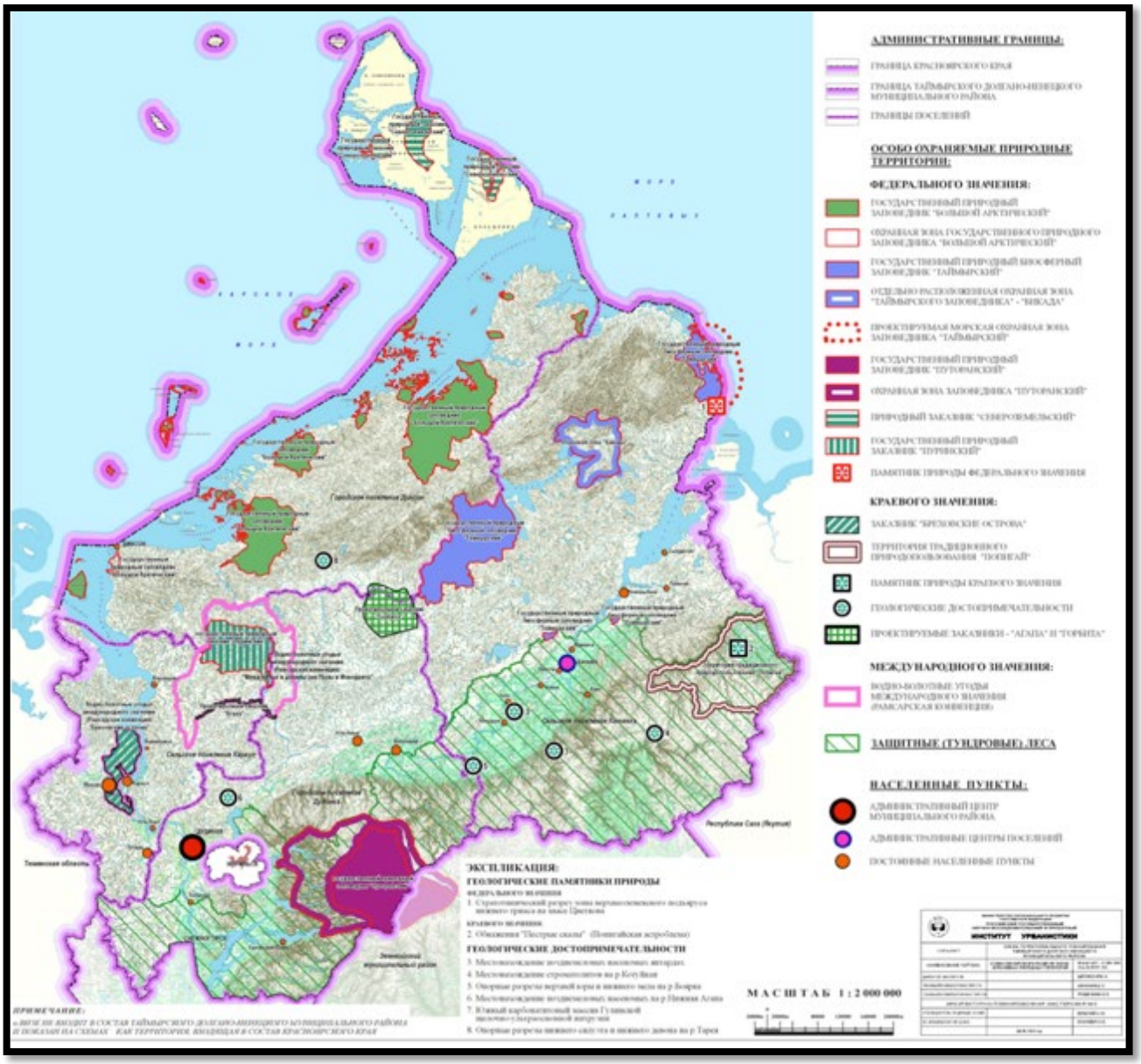
Conservation and Sustainable Use of Biological Diversity in Russia's Taimyr Peninsula: Maintaining Connectivity Across the Landscape

Russian Federation

GEF Agency: United Nations Development Programme
Executing Agency: Federal Ministry of Natural Resources
GEF Biodiversity Focal Area, Operational Program 1, Strategic Objective BD-2
Medium-sized Project: GEF ID: 1727, UNDP PIMS: 1816
UNDP Atlas Project Number: 00048248

Terminal Evaluation
August 28, 2012



Proposed Development of Protected Areas, Dolgan-Nenets Municipal District, Taimyr Peninsula.
Source: Draft Territorial Planning Scheme, Taimyr Dolgan-Nenets Municipal District.

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Acronyms

APR	Annual project review
CBD	Convention on Biological Diversity
CEO	Chief Executive Officer
GEF	Global Environment Facility
GIS	Geographical Information System
ha	Hectares
Km	Kilometers
M&E	Monitoring and evaluation
MSP	Medium-sized Project
N/A	Not applicable
N/S	Not specified
NGO	Non-governmental organization
PA	Protected area
PIR	Project implementation Review
PMIS	Project Management Information System
PMU	Project Management Unit
PSC	Project Steering Committee
ROtI	Review of Outcomes to Impacts
UA	Unable to assess
UNDP	United Nations Development Programme
USD	United States dollars

I. Executive Summary

Project Title:	Conservation and Sustainable Use of Biological Diversity in Russia's Taimyr Peninsula: Maintaining Connectivity Across the Landscape			
GEF Project ID:	1727		*At endorsement (million US$)*	*At completion (million US$)*
UNDP Project ID:	1816	GEF financing:	$0.97	$0.97
Country:	Russian Federation	IA/EA own:	$0.00	$0.00
Region:	ECA	Government:	$0.90	$7.95
Focal Area:	Biodiversity	Other:	$1.14	$0.81
FA Objectives, (OP/SP):	OP1, SO-2	Total co-financing:	$2.04	$8.76
Executing Agency:	Russian Federal Ministry for Natural Resources and Environment	Total Project Cost:	$3.01	$9.73
Other Partners Involved:	No other partners directly involved in execution; various stakeholders involved in project activities.	ProDoc Signature (date project began):		April 2006
		(Operational) Closing Date:	Proposed: April 17, 2010	Actual: October 31, 2012

PROJECT DESCRIPTION AND OVERVIEW

1. The Russia Taimyr project is classified as a Global Environment Facility (GEF) Medium-sized Project (MSP), with total GEF support of $0.97 million (not including $0.03 in project development funding), and originally proposed co-financing is $2.04 million United States dollars (USD), for a total project budget of $3.01 million USD. The United Nations Development Programme (UNDP) is the GEF Agency, and the project is executed under UNDP's national execution (NEX) modality, with the Russian Federal Ministry of Natural Resources and Environment as the national executing partner.

2. According to the project document, the overall project goal is *"Conservation and sustainable use of globally significant biodiversity across the tundra landscape of the Central Taimyr Landscape Corridor (CTLC)."* The project objective is *"Stakeholders will devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity."* Although the project was approved as a "mainstreaming" project, the project strategy to enhance biodiversity conservation on the Taimyr Peninsula includes the key protected areas in the region, while also supporting sustainable use of biodiversity across the landscape. The project objective was planned to be achieved through three main outcomes:

3. **<u>Outcome 1:</u> Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives**

4. <u>Outcome 2:</u> Landscape scale biodiversity conservation program for Central Taymir operationalized

5. **<u>Outcome 3:</u> Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr**

6. According to GEF and UNDP evaluation policies, terminal evaluations are required practice for GEF funded MSPs, and the terminal evaluation was a planned activity of the monitoring and evaluation plan of the Russia Taimyr project. As per the evaluation Terms of Reference (TORs) this terminal evaluation reviews the actual performance and progress toward results of the project against the planned project activities and outputs, based on the standard evaluation criteria: relevance, efficiency, effectiveness, results and sustainability. The evaluation assesses project results based on expected outcomes and objectives, as well as any unanticipated results. The evaluation identifies relevant lessons for other similar projects in the future in Russia and elsewhere, and provides recommendations as necessary and appropriate. The evaluation methodology was based on a participatory mixed-methods approach, which included two primary elements: a) a desk review of project documentation and other relevant documents; and, b) interviews with key project participants and stakeholders, including those in the Taimyr region. The evaluation is based on evaluative evidence from the start of project implementation (October 2006) through July 2012 (with expected project closure in October 2012). The desk review was begun in July 2012, and the evaluation mission was carried out from July 24 – July 27, 2012.

7. From the beginning of implementation the Taimyr project has required an adaptive management approach, based on numerous changes in the regional context and project assumptions. The project development and approval process covered six years, during which time the project activities and design grew outdated. On top of this, shortly following project approval by the GEF, there was a major governmental administrative re-structuring in the region, with the former regional level Taimyr Autonomous Okrug (TAO) being subsumed into the larger neighboring region of Krasnoyarsk Krai, with the former TAO becoming the Taimyr Dolgan-Nenets Municipal District. This forced an adjustment to project activities, particularly under Outcome 1, since after the change the policy framework for environmental management targeted by the project covered the entire Krasnoyarsk region, and not just the Taimyr region. At the same time, a new opportunity appeared as the Russian Federation began a national land-use planning process at the regional level, which included the Taimyr Dolgan-Nenets Municipal District as a distinct unit. This created the potential for mainstreaming of biodiversity considerations in the regional land-use planning process, which in fact directly corresponded with the project's objective.

MAIN EVALUATION CRITERIA

8. Taking an adaptive, results-based approach, the Taimyr project has achieved innovative and important results toward the conservation of the unique and globally significant biodiversity of the Taimyr Peninsula, which includes one of the largest migrating populations of land mammals remaining in the world – the Taimyr reindeer – and critical habitats for international migratory species such as the Lesser White Fronted Goose. Despite the many changes to the overall situation, the project's adaptive approach has allowed the project to substantially achieve the project objective, and make a significant contribution toward the overall long-term goal of conservation and sustainable use of biodiversity across the Taimyr tundra landscape. The Taimyr region will see continuing economic development over the coming years, but thanks to the work of this project the potential negative impacts on

biodiversity should be substantially less than they might otherwise have been, and core biodiversity values should be preserved. The project's **Overall Progress Toward Results** is rated ***satisfactory***.

9. With respect to **relevance**, the Taimyr project is ***relevant*** for addressing the biodiversity threats and conservation barriers in the Taimyr Dolgan-Nenets Municipal District. The project contributed to improved management capacity of the network of PAs in the Taimyr Peninsula, is addressing the major economic development influence of natural resource extraction, and took important actions to address illegal or unsustainable hunting of reindeer and waterfowl. Project activities correspond to local and regional stakeholder needs and priorities, particularly the need for increased information on biodiversity to enable more effective decision-making, i.e. through the regional development planning process for Taimyr Dolgan-Nenets Municipal District. The project also supports Russia's national biodiversity conservation strategies and policies, implementation of the Convention on Biological Diversity (CBD), and contributes to GEF biodiversity focal area strategic priorities.

10. Based on all aspects of project implementation and financial management, project **efficiency** is rated ***moderately satisfactory***. The Taimyr project has delivered significant results relative to the resources invested, however implementation required much more time than originally envisioned, leading to a low delivery rate, even for an MSP. The long project development and approval process also contributed to a need to revise the project activities following approval. The project management arrangements functioned well, despite the challenges of working in a remote region; the project manager's extensive knowledge of the region facilitated a successful project, even though the manager was based in Moscow. However, the limited management budget did not allow the necessary administrative support, and there were some challenges with progress reporting, and other aspects of project administration. The project partnerships with the protected area administrations and local government positively contributed to the results, and developed a sense of stakeholder ownership by the end of the project. A range of stakeholders were involved in or consulted during the project activities, and the project's work with the Dolgan and Nganasan indigenous groups was a highlight, as was the work with the regional education department.

11. The changing context and assumptions in the Taimyr region necessitated an adaptive approach, and thus the project results vary somewhat from what was planned in the project document. However, the project has followed a results-based approach, which has led to impressive results for a project of this size. Based on the extent of results achieved, project **effectiveness** is considered ***highly satisfactory,*** although the project logframe indicators do not reflect the full extent of project activities due to the necessary changes in the project workplan in the early stages of the project. The project made direct and necessary contributions to the establishment of two protected areas in the region - Agapa and Gorbita zakazniks - and the re-establishment and operationalization of a third, Purinsky Federal reserve – all of which protect critical biodiversity resources such as prime nesting habitats for waterfowl, as well as reindeer calving grounds and migration routes. During the work to establish these protected areas the project fully consulted and worked with the indigenous communities in the area to find synergies in the goals of the protected areas and for the communities' traditional livelihoods. These three protected areas cover more than 1.41 million hectares (ha) of the Taimyr

Peninsula. Direct contributions were made to increase the capacity of three additional protected areas: Putoransky zapovednik (including contributing to Putoransky's designation as a World Heritage site), Great Arctic zapovednik, and Taimyr zapovednik. Project activities also helped leverage an increase of ~300% of the annual federal funds allocation for the protected areas in the region.

12. The Taimyr project supported research on and assessment of the biological resources of the region, and motivated the Krasnoyarsk regional government to conduct an aerial census of the reindeer population in 2009, the first in many years. This scientific data was a critical input for the other major part of the project's strategy, on mainstreaming. While Taimyr protected areas cover 8.08 million ha, the total area of the Taimyr Dolgan-Nenets Municipal District is 87.99 million ha, and the Central Taimyr Landscape Corridor targeted under the project covers approximately 15 million ha. Although the administrative restructuring of the region created a situation that did not allow the project to target natural resource management policies and legislation as broadly as originally planned, the project was able to pivot into another, perhaps more significant, opportunity for mainstreaming when the Russian government initiated development of a territorial spatial planning process for economic development in Taimyr Dolgan-Nenets Municipal District. The project team and partners were able to provide in a timely manner the necessary data on biodiversity resources and protected areas (actual and planned) in the region to the organization responsible for developing the territorial plan, the Russian State Institute of Urbanistics for Research and Design. Consequently more detailed and comprehensive biodiversity data has been included in the plan baseline than would have otherwise been possible; once finalized, the territorial plan will be used for decision-making about potential natural resource development and use. A second strategic approach to mainstreaming biodiversity in the region was also pursued by providing the Taimyr Dolgan-Nenets Municipal administration with decision-making tools that incorporate biodiversity considerations, in the form of a user-friendly, open-source, GIS-based database, including training and installation. The project also catalyzed an important change in the regional hunting regulations to ban hunting of reindeer at river crossings, which is expected to reduce poaching.

13. Under Outcome 3 the project successfully increased public awareness about biodiversity conservation issues in the region from 5% to more than 20% of the population, according to surveys conducted during the baseline phase and near the end of the project in which consistent methodology was applied. A number of respondents in the follow-up survey specifically mentioned project activities such as producing textbooks and work on the visitor centers for Putoransky and Great Arctic protected areas. The project worked with the education department of Taimyr Dolgan-Nenets Municipal District to produce textbooks and study guides for environmental education for three age groups. Workshops for teachers were held with 50 teachers and 20 students from the teachers college, including significant representation from the indigenous population. More than 600 students participated in project supported educational programs on biodiversity conservation. Another impressive result under this outcome was the project's work to document the traditional environmental knowledge of the Dolgan and Nganasan indigenous populations. The project worked with an indigenous peoples' organization to conduct research documenting how indigenous communities have historically used biodiversity in a sustainable manner, to ensure that this knowledge is not lost

as younger generations shift toward less traditional lifestyles. The information collected was published in a book "Traditional ecological knowledge of indigenous peoples of the Taimyr Peninsula" which was distributed through various channels in the region.

14. Overall **sustainability** is considered ***moderately likely***. The main results of the Taimyr project are not dependent on any additional financial support, though there are plenty of opportunities to build on the project's work. However, additional financial resources are required to further strengthen biodiversity conservation in the region, such as additional capacity development for protected areas' administrations, ongoing and additional biodiversity monitoring, and likely future work to support the implementation of the territorial development plan in a biodiversity-friendly manner. Perhaps the most surprising aspect about the project is that there are currently no planned additional large-scale donor activities in the region relating to the project's work. There are multiple opportunities to directly build on the project's results, or to extend in other directions such as studying the impacts of climate change in this sensitive arctic region and analyzing adaption options to support the conservation of biodiversity as well as the maintenance of traditional indigenous livelihoods. Overall, financial sustainability is considered moderately likely. Socio-political sustainability is not an issue, considering the strong stakeholder support and ownership of the project activities by the protected area administrations and the Taimyr Dolgan-Nenets Municipal administration, as well as support from the relevant regional government institutions in Krasnoyarsk. There are also no immediate concerns with respect to institutional framework and governance sustainability. While the project has contributed to a reduction of the environmental threats, there remain threats for the future, including climate change and plans for future natural resource extraction, but overall environmental sustainability is considered moderately likely.

RECOMMENDATIONS AND LESSONS

15. The following are the terminal evaluation's recommendations, with the target audience in brackets following the recommendation. As the project is ending, there is not significant scope for many concrete recommendations to be followed up by stakeholders, and thus the recommendations are not many. However, based on the opportunities available, this evaluation report also provides a number of suggestions for future work in the region that would build on the success of the project thus far. Key lessons are also highlighted below.

16. ***Recommendation 1:*** Stakeholders should continue actively following the finalization process of the regional development plan, and provide input to strengthen the environmental considerations wherever possible. *[Biodiversity conservation advocates in Taimyr: protected area administrations, Taimyr Dolgan-Nenets Municipal District authorities, environmental conservation departments at regional and federal levels]*

17. ***Recommendation 2:*** There is a great opportunity to build on the GIS work undertaken by the project to make this tool even more powerful by linking it with publicly available resources such as Google Earth. This additional step was not possible with the resources available under the project, but should any further related initiatives be supported in the region, this would be a valuable next edition of this resource. [*Taimyr Dolgan-Nenets Municipal District authorities; Any additional donors supporting environmental conservation in the Taimyr region]*

18. ***Recommendation 3:*** The Taimyr project had a number of successful examples of establishing positive collaborative relationships with local indigenous populations with respect to biodiversity conservation and management. The project team and stakeholders should produce a short case study highlighting the good practices and lessons that were drawn from this work, and that allowed this collaboration to be a successful part of this project. This type of case study is greatly needed for positive examples throughout the GEF portfolio. *[PMU, UNDP]*

19. ***Suggestion:*** Develop teaching tools from the publication on traditional indigenous knowledge. [*Taimyr Dolgan-Nenets Municipal District education authorities; indigenous group partners]*

20. ***Suggestion:*** Develop approaches to study and address climate change adaptation in this region that is highly affected by climate change. There are prime opportunities for additional work to assess the potential impacts of climate change on biodiversity in the arctic, and on traditional livelihoods of indigenous populations, based on their reliance on biodiversity resources, and to develop adaptive solutions to these issues. [*UNDP, MNRE Taimyr Dolgan-Nenets Municipal District authorities]*

21. ***Suggestion:*** Protected areas in the Taimyr Dolgan-Nenets Municipal District might benefit from establishment of an organizational network supporting the needs of protected areas throughout the region, allowing them to pool resources, training opportunities for improving management, and share data. *[MNRE, Taimyr protected area administrations]*

22. ***Lesson 1:*** In some situations an extended implementation period can allow generation and catalyzation of significant results, even with a relatively small financial investment. In the case of the Taimyr project, due to the changes in the contextual circumstances (the government administrative restructuring) project implementation extended from a planned four years to six and a half years. At the same time, this low but constant presence in the region over an extended period of time allowed the project to make critical contributions to a variety of initiatives and achieve results that would not have been possible in a much shorter implementation period. For example, the project was able to contribute to the creation of multiple protected areas, and see these protected areas actually established. In addition, the project catalyzed changes in legislation relevant to the management of environmental resources (e.g. banning of hunting at reindeer river crossings), a level of result generally considered highly ambitious for projects with a shorter implementation period. The GEF has recognized the importance of a sustained engagement in beneficiary countries by developing and supporting programmatic approaches in certain areas. The experience of the Taimyr project implies that even within a single project, there is significant value in an extended engagement in a particular region, even at the MSP level of investment.

23. ***Lesson 2:*** Spatial data analysis and the presentation of such data in a format for general consumption is a highly valuable tool for decision makers, as well as environmental managers. In the Taimyr project the head of the Taimyr Dolgan-Nenets Municipal District administration specifically requested the project to provide environmental data in a spatial analysis format to assist with decision-making related to economic development. In addition, spatial environmental data analysis can support civil society in successfully advocating for appropriate decision-making in environmental management decisions. The usefulness of data in this format echoes the experience seen in some other GEF projects, such as the Bulgaria Grasslands project

(GEF ID 2730) (where spatial data was relied on to avoid quarry development in critical flora areas), and the Romania Macin Mountains project (GEF ID 1034) (where spatial data was applied to maximize wind energy development buffer zones for raptor nests).

24. ***Lesson 3:*** One lesson that can be drawn from the management experience of the Taimyr project is that depending on the background and comparative advantage of the project manager's skills, it is helpful for them to have the necessary administrative, financial management, and communications support to allow them to focus on the technical and substantive management requirements of their job. In the Taimyr project this was not always the case, partially due to resource constraints of the management budget, and some aspects of project did not run as smoothly as if there had been dedicated administrative support for the project.

25. ***Lesson 4:*** An interesting lesson under the Taimyr project relates to its classification under the GEF strategic priorities - while "protected areas" and "mainstreaming" are both valuable strategies for biodiversity conservation, these approaches are not mutually exclusive, and may need to be jointly incorporated within a single project. Most GEF biodiversity projects are developed as either SO-1 projects focusing on protected areas, *OR* SO-2 projects focusing on mainstreaming. However, the context of the Taimyr project incorporated both strategic approaches effectively. This was partially due to the fact that the area targeted was quite large, and a multi-layered protection strategy was appropriate, involving multiple protected areas with differing levels of protection, and also identifying biodiversity resources that are outside the boundaries of protected areas. This approach is also important for migratory species that travel over large areas, such as the Taimyr reindeer; a similar approach can be found in the Kazakhstan Steppe Biodiversity Conservation project (GEF ID #3293).

TAIMYR PROJECT TERMINAL EVALUATION RATING SUMMARY

Criteria	Rating
Project Formulation	
Relevance	*R*
Conceptualization / design	MU
Country-drivenness	S
Project development process	MU
Stakeholder involvement in design	MS
IA & EA Execution	
Quality of UNDP Implementation	*S*
Quality of Execution – Executing Agency	*S*
Overall Quality of Implementation / Execution (Efficiency)	*MS*
Use of the logical framework	S
Financial planning and management	MS
Adaptive management	HS
Use and establishment of information technologies	S
Operational relationships between the institutions involved	S
Technical capacities	S
Monitoring and Evaluation	
M&E Design at Entry	*MU*

Criteria	Rating
M&E Plan Implementation	*S*
Overall Quality of M&E	*S*
Stakeholder Participation	
Production and dissemination of information	HS
Local resource users and civil society participation	HS
Establishment of partnerships	S
Involvement and support of governmental institutions	S
Assessment of Outcomes	
Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives	S
Outcome 2: Landscape scale Biodiversity Conservation Program for Central Taymir Operationalized	HS
Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr	HS
Overall Project Outcome Rating (Effectiveness)	*HS*
Objective: Stakeholders will devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity	S
Sustainability	
Financial Resources	*ML*
Socio-political	*L*
Institutional Framework and Governance	*L*
Environmental	*ML*
Overall Likelihood of Sustainability	*ML*
Progress Toward Impact	
Environmental Status Improvement	*U/A*
Environmental Stress Reduction	*M*
Progress Towards Stress/Status Change	*S*
Progress Toward Overall Project Results	*S*

Note: The ratings for the main evaluation criteria are narratively highlighted in the report; other ratings are not.

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation and Execution	***Sustainability Ratings***	***Relevance Ratings***
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major problems 1. Highly Unsatisfactory (HU): severe problems	4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	2. Relevant (R) 1. Not relevant (NR) ***Impact Ratings*** 3. Significant (S): Large-scale impacts 2. Minimal (M): Site-based impacts 1. Negligible (N): Little or no impacts
Additional ratings where appropriate Not Applicable (N/A) Unable to Assess (U/A)		

II. Introduction: Evaluation Scope and Methodology

26. According to GEF and UNDP evaluation policies, terminal evaluations are required practice for GEF funded MSPs, and the terminal evaluation was a planned activity of the monitoring and evaluation plan of the Russia Taimyr project. The UNDP Russia Project Support Office initiated the terminal evaluation near the completion of the project's six-year implementation period. As per the evaluation Terms of Reference (TORs) (see Annex 1) this terminal evaluation reviews the actual performance and progress toward results of the project against the planned project activities and outputs, based on the standard evaluation criteria: relevance, efficiency, effectiveness, results and sustainability. The evaluation assesses project results based on expected outcomes and objectives, as well as any unanticipated results. The evaluation identifies relevant lessons for other similar projects in the future in Russia and elsewhere, and provides recommendations as necessary and appropriate.

27. In addition to assessing the main GEF evaluation criteria, the evaluation provides the required ratings on key elements of project design and implementation. Further, the evaluation will, when possible and relevant, assess the project in the context of the key GEF operational principles such as country-drivenness, and stakeholder ownership, as summarized in Annex 2.

28. The evaluation methodology was based on a participatory mixed-methods approach, which included two primary elements: a) a desk review of project documentation and other relevant documents; and, b) interviews with key project participants and stakeholders, including those in the Taimyr region. The evaluation is based on evaluative evidence from the start of project implementation (October 2006) through July 2012 (with expected project closure in October 2012). The desk review was begun in July 2012, and the evaluation mission was carried out from July 24 – July 27, 2012. The list of stakeholders interviewed is included as Annex 4 to this evaluation report.

29. All evaluations face limitations in terms of the time and resources available to adequately collect and analyze evaluative evidence. Also, as is understandable, some documents were available only in Russian language, although key documents were available in English, and the composition of the evaluation team, with an expert interpreter, ensured that language was not a barrier to the collection of evaluative evidence. Altogether the evaluation challenges were not significant, and the evaluation is believed to represent a fair and accurate assessment of the project.

30. The evaluation was conducted in accordance with UNDP and GEF monitoring and evaluation policies and procedures, and in-line with United Nations Evaluation Group norms and standards.

31. The intended users of this terminal evaluation are the Russian Federal Ministry of Natural Resources and Environment as the project executing organization (including the project team), the stakeholders of the Taimyr Dolgan-Nenets Municipal District, Krasnoyarsk Krai administration, the UNDP Russia Country Support Office, and the UNDP-GEF network. As relevant, the terminal evaluation report may be disseminated more widely with additional stakeholders to share lessons and recommendations.

III. Project Overview and Development Context

A. Development Context[1]

32. Important changes to the project context that occurred immediately following its approval by the GEF in early 2005. The project had been designed and structured with the Taimyr Autonomous Okrug (TAO) - a "state" of the Russian Federation - as the primary government partner. On April 17th, 2005 a referendum was held that determined that the Taimyr Autonomous Okrug would be subsumed (along with Evenkiyski Autonomous Okrug) under Krasnoyarsk Krai, and the former regional level administration of the TAO would form the next lower level of government, the Taimyr Dolgan-Nenets Municipal District. This municipal district, the former TAO, covers a huge territory – more than 89,000,000 hectares of tundra landscape. However, the regional administrative territory to which it was attached, Krasnoyarsk Krai, is significantly larger, covering a major portion Russian Siberia. The current Krasnoyarsk Krai region, including the two former autonomous okrugs, covers 233,970,000 ha.

33. This significant administrative change affected the project strategy in multiple ways. The project would no longer be targeting an area that had the authority to make state-level legislation and policy governing the Taimyr landscape; the project target area was now subject to the regional governance from the capital of Krasnoyarsk Krai. However, the targeted project geographic coverage area remained the same.

34. The Taimyr Peninsula is the northern-most part of mainland Eurasia, and is Asia's largest continuous tundra landscape (400,000 km^2). The region is classified as a WWF Global 200 Ecoregion. This tundra expanse is divided into four subzones. The Arctic zone is the largest and is characterized by lichens and mosses, while the southern tundra zone is mostly covered with shrubs and Arctic tundra areas that provide the main summer grazing lands for reindeer (*Rangifer tarandus*), of which the population in Taimyr is thought to number up to 1,000,000 animals. Polar desert and taiga zones also occur in Taimyr but to a much lesser extent. In fact, the Taimyr's small and isolated taiga areas form the world's northern-most forestlands of larch (*Larix daurika*).

35. The peninsula's location between Siberia and Europe results in an abundance of species typical of each region. For example, vast wetlands along the northern coast of the Taimyr serve as the endpoint for the East Atlantic Flyway and the Central Asian Flyway, providing crucial nesting and feeding habitat for hundreds of thousands of migratory birds, of which one-hundred-forty species are known to nest in Taimyr and hatch their young during the short arctic summer. Among these birds are a number of species of sandpipers, plovers, gulls, terns, skuas, ducks and geese. Rare and endangered bird species listed in the Red Books of the IUCN and Russia, as well as rare species of regional importance also utilize this area. In particular, the Taimyr Peninsula is the world's major nesting ground for the endangered red-breasted goose (*Branta ruficollis*).

36. The Taimyr Peninsula is made up of a mosaic of nearly half a million ponds and lakes, which are connected by numerous rivers and marshland. The Taimyr's fish fauna is diverse and

[1] Portions of this section are drawn directly from the project document's description of the development context. Changes to specific data points have been made where necessary.

numbers 58 species, of which four are endemic. The Taimyr Peninsula harbors 47 species of mammals representing seven orders, eight of these being marine. The landscape diversity of Taimyr results in the occurrence of mammals typical for the extreme arctic e.g. polar bear (*Ursus maritimus*) and beluga whale (*Delphinapterus leucas*), as well as the tundra and taiga muskox (*Ovibos moschatus*) and wolf (*Canis lupus*).

37. The Taimyr is characterized by vast expanses of various tundra associations where biodiversity is manifested in other ways than simply species numbers. Here, the landscape is interspersed with highly productive "resource patches" and habitats, and key landscape features that facilitate movement of animals and plants among these patches. Such movement is the natural manifestation of large-scale ecological processes. Apart from the migrations of birdlife, the most evident of these processes is the seasonal migration of reindeer as they follow a 1,400 km pathway northward in the spring and southward in the fall. The direct and secondary effects of this ancient migratory process has been revealed by many scientific investigations to be crucial in maintaining habitat heterogeneity in the tundra ecosystem (among other things), which is crucial to supporting the peninsula's unique biological diversity. Consequently, these wild reindeer are considered by ecologists to be a "keystone" species, whose conservation is critical to the preservation of this northern arctic ecosystem and its diverse array of life.

38. Another prominent feature of the Taimyr is the sparse, widely scattered human population. The long, harsh winters, short growing seasons, and the high cost of subsidies required to maintain human settlements limit the viability of large-scale settlements here, with the exception of intensive extractive industries and reindeer husbandry. Most of the Taimyr's people live in the southern part of the peninsula in and around the mining and nickel smelting city of Norilsk (240,000 people) and in the municipal territorial capital of Dudinka.

39. The majority of people living outside the main urban areas are indigenous people from the Dolgan and Nganasan tribes. Prior to collectivization, both the Nganasans and Dolgans were traditionally nomadic peoples. The Ngansans relied on wild reindeer hunting for sustenance and utilized small herds of domesticated reindeer for transportation. The Dolgans, on the other hand, were mainly large-herd reindeer-breeders and thus were not as reliant on the successes or failures of the hunt as the Dolgans. Both Nganasan and Dolgan peoples were largely resettled during the Soviet collectivization era, and many presently live in the native settlements of Volochanka, Ust-Avam, Novaya, Kheta, Popigay, Katyryk and Kresty with a total population of 2,140 people. Most of these people survive from social payments and hunting, gathering berries/eggs, fishing and some reindeer husbandry, which is recovering from years of neglect.

40. The Taimyr is unique in terms of the amount and composition of its mineral resources, which are largely unexploited because of the severe natural conditions, including permafrost, and relatively poor infrastructure of the territory. The peninsula is one of the richest areas of the Russian Federation in terms of mineral resources, but it is also among the least socially and economically developed areas. About 70 % of the population earns less than a subsistence wage, and many live below the poverty line. Taimyr's population experiences an extremely high level of unemployment with the employed suffering from wage delays and low living standards.

41. The southwestern area of the Taimyr Peninsula is home to Norilsk Nickel, the world's largest nickel production company. Nickel mining will continue to be the major economic activity in the Taimyr for the foreseeable future. Although bringing economic benefits to the Taimyr and its people, Norilsk Nickel is also the major source of environmental pollution in the Taimyr. The effect of such pollution is well documented in areas near to the city of Norilsk. However, it is not sufficient to characterize the distribution of harmful substances over the ecosystem, particularly along the food chains. Norilsk Nickel has its own social program and occasionally subsidizes environmental projects.

42. Increasing mineral, gas, and oil exploitation in the region will continue to be a threat throughout the Taimyr landscape, although areas with some transportation infrastructure are likely to be further developed first. The development of these natural resources represents the primary threat to biodiversity at the landscape scale, through landscape fragmentation and habitat degradation.

B. Concept Development and Project Description

i. Concept Background

43. According to project stakeholders, the project concept originated with an individual who was focused on biodiversity conservation in the Taimyr Peninsula, who was involved with WWF and other environmental NGOs in Russia. He had a strong relationship with the governor of what was at the time the Taimyr Autonomous Okrug, and was able to secure government political and financial (co-financing) support for a UNDP-GEF biodiversity project in the region. According to the project document, "Protected areas account for about 13% of the TAO's total land area. As part of WWF's 'Living Planet' campaign, the former TAO Governor Gennady Nedelin committed to protecting an additional 7% of the Taimyr's area. This is a commendable goal and the current Governor, Alexander Khloponin, and Administration continue to support this objective."

44. The concept was originally envisioned as a straight biodiversity conservation project focusing on the migration corridor of the Taimyr reindeer population. The individual who came up with the concept was familiar with UNDP's environment program, with funding opportunities from the GEF, and with UNDP's support a PDF-A was approved for the project in June 2000. Unfortunately the individual passed away before the project was fully developed and approved, but by this time UNDP was supporting development of the project concept. The project was also being developed in coordination with the UNEP ECORA project (GEF ID #1163), which was also focusing on three pilot regions in the Russian arctic – Kolguev Island in Nenets Autonomous Okrug, the Lower Kolyma River Basin in Yakutia (Sakha Republic), and the Beringovsky District in Chukotka Autonomous Okrug. According to the project document, "UNDP and UNEP have been working closely together to ensure that the two initiatives complement and support each other. In particular, it was agreed between the RF Ministry of Natural Resources (MNR), UNDP and UNEP that the ECORA Project will not be implemented in the Taimyr peninsula as one of its model areas."

45. Like the ECORA project, the Taimyr project was originally planned as an Integrated Ecosystem Management project under the Operational Program 12 of the GEF, but once OP12 was phased out the project was re-oriented as a biodiversity mainstreaming project to fit with

the GEF-4 strategic priorities, with the project document redrafted by a UNDP international consultant, with little time or resources. However, Taimyr's network of protected areas had always played an important role in the project's strategy for biodiversity conservation.

46. The project was eventually approved by the GEF in January 2005, but by this time political changes were again creating a new context in Taimyr. The referendum on uniting Taimyr Autonomous Okrug with Krasnoyarsk Krai (also with Evenkiyski Autonomous Okrug) took place April 17th, 2005. The governor of Taimyr at this time was Oleg Budargin, who held this office from February 2003 to January 1, 2007, when the administrative merger of the regions was finalized. Thus once the project was approved there was again the need to build political support and buy-in at the regional level, and then again at the level of Krasnoyarsk Krai following the merging of the regions.

47. For additional information and background on the project development timing see Section III.B.iv below on milestones, and for additional information on the project design, see Section IV.A on key aspects of the project design.

ii. Threats and Barriers Targeted

48. The Taimyr project document identified two main threats: landscape fragmentation and habitat degradation, primarily due to exploitation of mineral, oil, and natural gas resources. Additional contributing factors were identified as "narrow, sectoral resource management", "inadequate management of existing protected areas", and "gaps in existing law and policy framework". It was also identified that there were three main types of barriers to improved environmental management: knowledge and experiential barriers, capacity barriers, and adequate information on biodiversity resources.

49. As further discussed in Section IV.A on project design, a revised threat-root cause analysis was carried out at the project inception phase, which more specifically identified the main threats that the project was intended to address:

- *Excessive exploitation of globally important biological resources by means of unsustainable trophy and subsistence hunting (water birds, reindeer), fishing (salmonides, white fish) and plant collection*
- *Fragmentation and degradation of habitats and migratory pathways due to potential encroaching of industrial mining, transport & processing, with accompanying pollution (gold, diamond, coal, oil & gas extraction and pipelines)*
- *Pressure on valuable and rare species and habitats due to imperfect management of flora & fauna and landscape diversity in established PAs*

iii. Project Description

50. The Russia Taimyr project is classified as a GEF MSP, with total GEF support of $0.97 million (not including $0.03 in project development funding), and originally proposed co-financing is $2.04 million USD, for a total project budget of $3.01 million USD. UNDP is the GEF Agency, and the project is executed under UNDP's NEX modality, with the Russian Federal Ministry of Natural Resources and Environment as the national executing partner.

51. According to the project document, the overall project goal is *"Conservation and sustainable use of globally significant biodiversity across the tundra landscape of the Central Taimyr Landscape Corridor (CTLC)."* The project objective is *"Stakeholders will devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity."* Although the project was approved as a "mainstreaming" project, the project strategy to enhance biodiversity conservation on the Taimyr Peninsula includes the key protected areas in the region, while also supporting sustainable use of biodiversity across the landscape. The project objective was planned to be achieved through three main outcomes:

52. **Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives**

53. Outcome 2: Landscape scale biodiversity conservation program for Central Taimyr operationalized

54. **Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr**

55. The project focused on a central swath of the Taimyr Peninsula, which the project dubbed the "Central Taimyr Landscape Corridor", which, according to the project document,

> *stretches from wintering grounds for the reindeer in the south in and near the Putoransky Nature Reserve, north-eastwards to the grassland pastures of Popigay, north-westwards to the middle of the peninsula in the Taimyrskii Nature Reserve and key calving grounds in this area, to the summer feeding grounds on the northern coast, including parts of the Bol'shoy Arcticheskii Zapovednik (Great Arctic Nature Reserve). The area has been chosen because of its importance not only for the migration of one of its key stone species, the reindeer, but also because it covers the main pastures for muskoxen herds and important coastal and inland bird nesting grounds. Additionally, the CTLC provides a strategic and characteristic cross-section of the Taimyr's best dry and forest tundra plant communities and associated habitat that comprises the greater Taimyr arctic ecosystem; as such it would make an important addition to the network of Arctic reserves and conservation zones.*

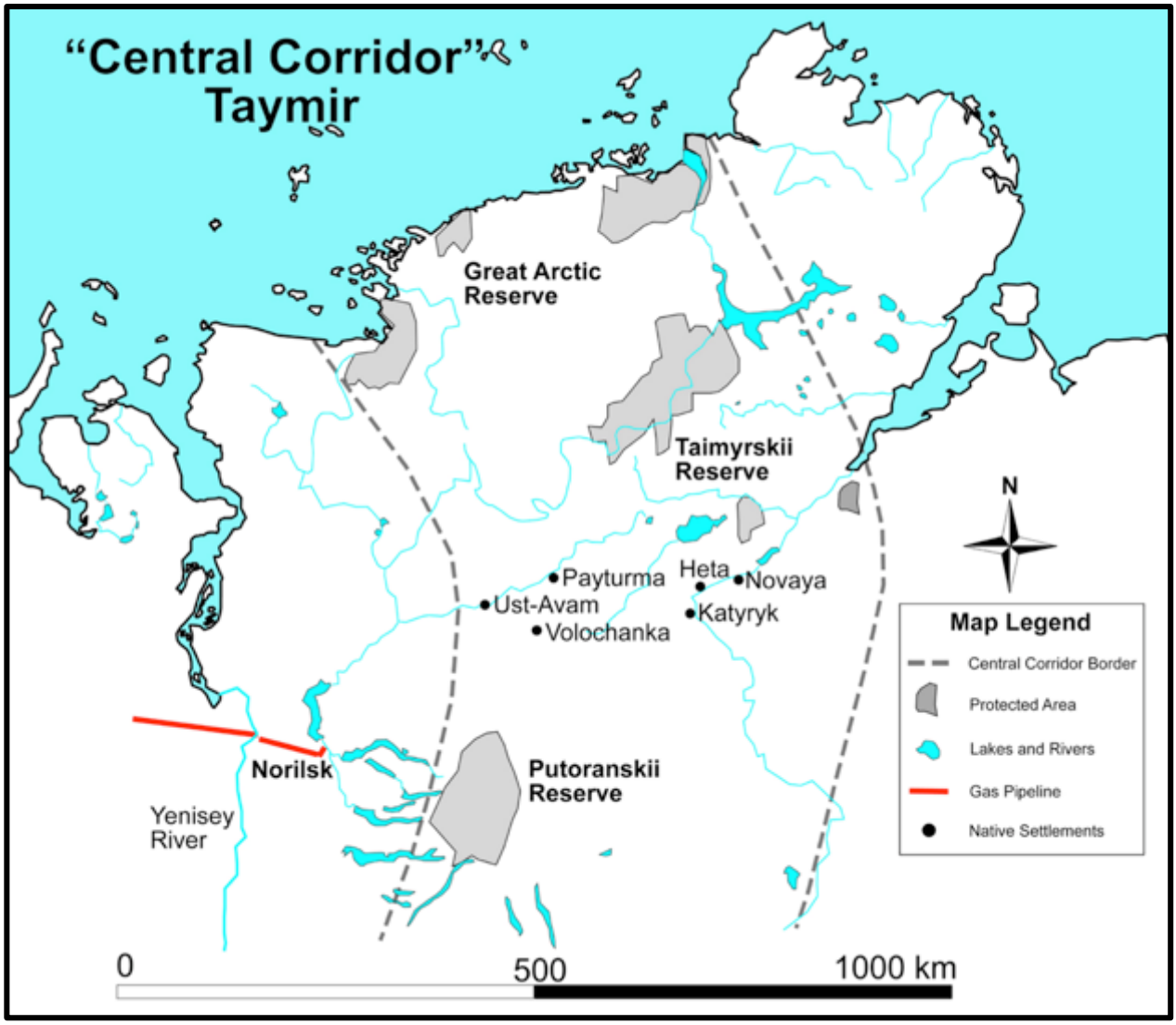
56. Figure 1 below shows an approximate representation of the Central Taimyr Landscape Corridor as envisioned under the project.

57. The project area included three protected areas at the time of design, and additional protected areas in the project's targeted region were created during the project implementation. Basic information on these protected areas is provided in Table 1 below; the first three protected areas were existing at the time of project design, the fourth was only established on paper and was not existing in actuality, and the last two were established with support of the project.

Table 1 Protected Area Characteristics

Site	Area (ha)	Date of Establishment	IUCN Category
Putoransky Nature Reserve	1,887,251	1987	IUCN Category I / Zapovednik
Taimyrskii Nature Reserve	1,781,900	1979	IUCN Category I / Zapovednik
Great Arctic Nature Reserve	1,908,600[2]	May 11, 1993	IUCN Category I / Zapovednik
Purinsky Zakaznik	787,500	1988	IUCN Category IV
Agapa Zakaznik	90,000	?	IUCN Category VI
Gorbita Zakaznik	553,500	?	IUCN Category VI

Figure 1 Central Taimyr Landscape Corridor[3]



[2] Area of the Great Arctic Reserve adjacent to the Taimyr peninsula. Total area of the reserve is 4,169,000 ha.

[3] Source: Project Document.

iv. Project Timing and Milestones

58. The project's key milestone dates are shown in Table 2 below. The project PDF-A was approved in mid-2000, and apparently project development activities, including stakeholder consultation workshops, were carried out in late 2000 and early 2001; the project document refers to the governor of Taimyr Autonomous Okrug who was in office in the 2001-2002 period. It is not clear what happened during more than three years from 2001 until the project was sent to the GEF Council in December 2004, though there was a crunch in GEF resources at the end of GEF-2 in 2002, and approval of some projects were postponed during this time, but it is not known if this is what delayed the Taimyr project's development process. Ultimately the period from PDF-A approval to CEO Approval was 55 months – more than four years. Another 21 months was required to reach official implementation start, a total of 76 months – more than double the GEF average of 30 for MSPs in this period.[4] However, project activities did not actually start until mid-2007 when the project inception workshop was held; this was two and a half years after GEF approval, and more than a year after Agency approval. According to project stakeholders, this extended time was required to re-familiarize local, regional, and federal government officials with the project concept, as there had been significant turnover in the government since the project was originally conceived. The actual project implementation period has therefore been from mid-2007 to October 2012, a total of 62 months, or more than five years. The originally planned implementation period was 48 months. The total time from PDF-A approval to project completion was 146 months – more than 12 years.

Table 2 Project Key Milestone Dates[5]

Milestone	Expected date [A]	Actual date [B]	Months (total)
1. Pipeline Entry	Not Applicable	Not Specified	
2. PDF-A Approval	Not Applicable	June 23, 2000	0 (0)
3. Council Notification	Not Specified	December 14, 2004	54 (54)
4. CEO Approval	Not Specified	January 11, 2005	1 (55)
5. Country Prodoc Signature	Not Applicable	April 2006	15 (70)
6. Agency Approval (Prodoc Signature)	Not Specified	April 17, 2006	0 (70)
7. National Authorization of First Disbursement	Not Specified	June 2006	2 (72)
8. Implementation Start (First Disbursement)	Not Specified	October 5, 2006	4 (76)
9. Inception Workshop	June 2006	July 3-4, 2007	8 (84)
10. Internal Mid-term Review	April 2008	September 2009	26 (110)
11. Project Operational Completion	April 17, 2010	October 31, 2012	36 (146)
12. Terminal Evaluation Completion	April 2010	July 2012	0 (146)
13. Project Financial Closing	December 31, 2010	December 31, 2012	2 (148)

[4]GEF Evaluation Office.2007. "Joint Evaluation of the GEF Activity Cycle and Modalities," Evaluation Report No. 33. Washington, D.C.: GEF Evaluation Office.

[5]Sources: 1.A. N/A; 1.B. GEF PMIS; 2.A. N/A; 2.B. GEF PMIS; 3.A. N/S; 3.B. GEF PMIS; 4.A. N/A; 4.B. GEF PMIS; 5.A. N/A; 5.B. Project Inception Report; 6.A. N/S; 6.B. PIRs; 7.A. N/S; 7.B. Project Inception Report; 8.A. N/S; 8.B. PIRs; 9.A. N/S; 9.B. Project Inception Report; 10.A. 24 months (out of planned 48) after Prodoc signature; 10.B. Date of Internal Mid-term Review; 11.A. PIRs; 11.B. Communication with project team; 12.A. Standard approximate timing for UNDP-GEF Projects; 12.B. Date of terminal evaluation field mission and data collection; 13.A. Estimate based on standard UNDP-GEF procedures; 13.B. Estimated based on project operational completion in 2012.

C. Russia Taimyr Project Relevance

59. Based on the assessment of project relevance to local and national priorities and policies, priorities related to relevant international conventions, and to the GEF's strategic priorities and objectives, overall project **relevance** rating is considered to be ***relevant***.

i. Relevance at Local and National Levels

60. The Taimyr project is supportive for addressing the biodiversity threats and conservation barriers in the Taimyr Dolgan-Nenets Municipal District. The project contributed to improved management capacity of the network of PAs in the Taimyr Peninsula, is addressing the major economic development influence of natural resource extraction, and took important actions to address illegal or unsustainable hunting of reindeer and waterfowl. Project activities correspond to local and regional stakeholder needs and priorities, particularly the need for increased information on biodiversity to enable more effective decision-making, i.e. through the regional development planning process for Taimyr Dolgan-Nenets Municipal District.

61. The project supports Russia's national biodiversity strategies and priorities, as outlined in its 2001 National Biodiversity Strategy and Action Plan (NBSAP). The NBSAP emphasizes the importance of the establishment and effective management of protected areas as mechanisms for biodiversity conservation. The project supports national legislation related to conservation of biodiversity in tundra and arctic landscapes, including the Ecological Doctrine of the Russian Federation (2002), and the Federal Law "On Protected Areas" (1995) (including its revisions in 2001, 2004, and 2005). The project also supports implementation of a Government Resolution dated 2001 that called for the expansion of the national PA system and establishment of new federal reserves and national parks during the period from 2001 to 2010.

ii. Relevance to Multilateral Environmental Agreements

62. The GEF is a designated financial mechanism for the United Nations CBD, and as such, projects funded by the GEF must be relevant to and support the implementation of this convention. Russia is a party to the CBD, having ratified the agreement on April 5, 1995. The Russia Taimyr project is relevant to the CBD on multiple fronts, most notably in supporting the CBD's protected areas program of work, and the convention initiatives on sustainable use of biodiversity. The project also meets CBD objectives by supporting the Convention's Articles 6 (General Measures for Conservation and Sustainable Use), 7 (Identification and Monitoring), 8 (In-situ Conservation), 10 (Sustainable Use of Components of Biological Diversity), 12 (Research and Training), 13 (Education and Awareness), and 17 (Exchange of Information).

63. At the 10th Conference of Parties to the CBD, in 2010, in decision X/2, member nations of the convention adopted the Strategic Plan for Biodiversity 2011-2020, which included the Aichi Biodiversity Targets.[6] The Russia Taimyr project is broadly supportive of most, if not all of the targets, but is specifically relevant to the following targets:

- *Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.*

[6] See http://www.cbd.int/decision/cop/?id=12268 for the full text of the decision, including the Aichi Targets.

- *Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.*
- *Target 4: By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.*
- *Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.*
- *Target 8: By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.*
- *Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.*
- *Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.*
- *Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.*
- *Target 18: By 2020, the traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.*
- *Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.*

64. The project is relevant to numerous other multilateral environmental agreements to which Russia is a party. Notably, the Ramsar Convention, as some of the targeted areas of the Taimyr project include Ramsar sites, and the project could be considered supportive of Russia's implementation of the Convention on International Trade in Endangered Species. In addition, the project supports Putorana Plateau Reserve, which is a World Heritage site, and thus the project supports the World Heritage Convention. The project also supports the Convention on Migratory Species, which aims to conserve terrestrial, aquatic and avian migratory species throughout their range. The project is contributing to the objectives of the convention since the project area includes migration routes for multiple bird species that cross international boundaries. However, Russia is not a signatory to the convention.

iii. Relevance to GEF Strategies, Priorities and Principles

65. The GEF strategic priorities for each of its thematic focal areas (biodiversity, climate change, etc.) have evolved from one GEF phase to the next, but overall these priorities have remained roughly focused on the same broad areas of intervention. The project was developed under both GEF-2 (July 1998-June 2002) and GEF-3 (July 2002-June 2006), and was approved under GEF-3. The Taimyr project was primarily implemented under the strategic priorities for GEF-4 (July 2006 – June 2010),[7] as well as under the strategic priorities for GEF-5 (July 2010 – June 2014).[8] When a project spans more than 12 years from development to completion, it reaches across nearly the entire history of GEF strategic priorities in the biodiversity focal area.

66. In the later stages of project development the project was structured as a biodiversity mainstreaming project, though protected areas played an important role in the project strategy. The project is classified under the second GEF-4 Strategic Objective for the biodiversity focal area: "To mainstream biodiversity in production landscapes/seascapes and sectors", with the expected outcome "Policy and regulatory frameworks governing sectors outside the environment sector incorporate measures to conserve and sustainably use biodiversity." The specified indicators for this outcome is the degree to which policies and regulations governing sectoral activities include measures to conserve and sustainably use biodiversity, as measured through the GEF tracking tool. The project logframe also applies indicators relevant under the GEF-5 strategic priorities for Strategic Objective 1 projects, related to protected areas: hectares of landscape coverage under protection (the originally envisioned Central Taimyr Landscape Corridor, ~15 million ha, of which approximately half are protected areas), and Management Effectiveness Tracking Tool (METT) scores for the three main protected areas originally within the project target area. In terms of area with biodiversity mainstreamed, that would be more relevant to the second Strategic Objective, the total area of the Taimy Nenets-Dolgan Municipal District (~89 million hectares) could be included, as the territorial plan covering this area was strengthened through the project's efforts, although it can be pointed out that the biodiversity conservation aspects of the territorial plan are not found in all areas of the municipal district (i.e. not in already developed and industrialized areas).

67. An interesting lesson under the Taimyr project relates to its classification under the GEF strategic priorities. Most GEF biodiversity projects are developed as either SO-1 projects focusing on protected areas, OR SO-2 projects focusing on mainstreaming. However, the context of the Taimyr project incorporated both strategic approaches effectively. This was partially due to the fact that the area targeted was quite large, and a multi-layered protection strategy was appropriate, involving multiple protected areas with differing levels of protection, and also identifying biodiversity resources that are outside the boundaries of protected areas. This approach is also important for migratory species that travel over large areas, such as the Taimyr reindeer; a similar approach can be found in the Kazakhstan Steppe Biodiversity Conservation project (GEF ID #3293). While both "protected areas" and "mainstreaming" are

[7] For the focal area strategic approach for GEF-4, see GEF Council document GEF/C.31/1, "Focal Area Strategic and Strategic Programming for GEF-4," July 16, 2007.

[8] For the focal area strategic priorities for GEF-5, see GEF Council document GEF/R.5/31, "GEF-5 Programming Document," May 3, 2010.

valuable strategies for biodiversity conservation, these approaches are not mutually exclusive, and may need to be jointly incorporated within a single project.

IV. Project Design and Implementation

A. Key Elements of Project Design and Planning

68. As discussed under Section III.B.iv above on project timing and milestones, the project development and approval process took a number of years, during which time the political, administrative and institutional context in the Taimyr region changed due to the transition of the Taimyr Autonomous Okrug into the Taimyr Dolgan-Nenets Municipal District (in addition to any other changes in context that occur with the passage of significant time). Further, according to project stakeholders, the original design of the project in the form approved by the GEF Council was larger in scope and ambition than was feasible for an MSP, and therefore required re-structuring. According to the project inception report, in July 2006 the UNDP Regional Technical Advisor emphasized the fact that,

> *the Project Logframe and, subsequently, the workplan are way too a) outdated b) vague and c) don't make a logical outcome of the threat-root cause analysis and therefore should be re-designed. Since the time the project was written at least five years have passed, and when submitting the project application its focus was changed several times. As a result GEF approved a very generic document prepared according to the old requirements to the logframe, risks and other key document components. The project document and strategy had to be aligned with the GEF & national present-day priorities. The project had to reassess the changes in the project environment which happened during 5 years while the project was under various stages of approval; among other factors, the project area threats had to be reassessed.*

69. Therefore a new threat-barrier-root cause analysis was carried out to assess the project's possible interventions. It was confirmed that the project objective and outcomes initially approved by the GEF fit the new situation, and these became the basis for a new logical framework. The project team developed new indicators and targets, re-identified baseline values, and the revised the logframe based on input from the UNDP Regional Technical Advisor and feedback from stakeholders at the inception workshop. In line with the revised logframe project outputs and activities were re-drafted corresponding to the identified threats and possible interventions. See additional discussion in Section IV.B.v below on flexibility and adaptive management.

70. Although the planned project interventions in the project document had become outdated by the time of approval, other main elements of the project document remained relevant and set the implementation framework for the project, such as the sustainability analysis, risk assessment, stakeholder participation, implementation arrangements, and monitoring and evaluation plan.

B. Project Management and Cost-Effectiveness (Efficiency)

71. Overall the **efficiency** of the project is rated ***moderately satisfactory***. The project (eventually) delivered significant results for the amount of resources invested. At the same time, the delivery rate for the project was far below what was planned.

i. Russia Taimyr Project Implementation Arrangements

72. The project is implemented under UNDP's national execution approach, with the Federal Ministry of Natural Resources as the executing organization. The project document indicated that the project would be executed by the Center for Arctic Culture and Civilization – however, this arrangement was later abandoned following changes in the regional governance and closure of this Center, so this organization is not mentioned in the project inception report. Instead the project was executed under a project management unit (PMU) reporting to the National Project Director (NPD) of the MNRE, and supported by UNDP. The PMU consisted primarily of the project manager based in Moscow (but who had deep knowledge of and experience in the Taimyr Peninsula), and a part-time local project coordinator based in Taimyr.

73. A Project Steering Committee (PSC) was also organized, and was designed as the management decision-making body for the project. According to the project document, the PSC had four main responsibilities:

- As a forum for stakeholder input and discussion;
- Oversee project implementation, meeting on an annual basis to review project progress; any major changes in project plans or programs will require approval from the SC to take effect;
- Resolve any conflicts or disagreements that arise with respect to project activities that cannot be resolved by the project working group;
- PSC members will facilitate the implementation of project activities in their respective organizations, ensure that cooperative activities are implemented in a timely manner, and facilitate the integration of project-inspired activities into existing programs and practices.

Box 1 PSC Membership Designated at the Project Inception Workshop

1. Amirkhan M. Amirkhanov, Project Steering Committee Chairman, Project National Director, Deputy Director of the Department for State Policy in the Area of Environmental Protection, Russia's MNR;
2. Irina V. Peretyatko, Head of Administration, Taimyr Dolgano-Nenetski Municipal District
3. Vladimir V. Zvantsev, Director of the Krai Government Authority «Directorate for Nature Protected Areas of Krasnoyarsk Krai»
4. Elena A. Armand, Environmental Programme Coordinator of UNDP Russia Country Office;
5. Igor O. Kostin, Project Steering Committee Deputy Chairman, Deputy Project National Director.
6. Valery A. Orlov, Project Steering Committee Deputy Chairman, Head of Section, Department for State Policy in the Area of Environmental Protection, Russia's MNR.
7. AnastassiaA. Shadriyeva, Deputy Head of Office - Head of Legal Directorate, Law Department, Administration of Taimyr Dolgano-Nenetski Municipal District
8. Nikolay K. Maleyev, Deputy Director, State Nature Reserve «Great Arctic Zapovednik»
9. Kasim A. Laishev, Director, State R&D Institute of Agriculture for Arctic Areas (GNU NIISKh)
10. Pavel V. Kochkaryov, Deputy Head, Rosselkhoznadzor Office for Krasnoyarsk Krai, Taimyr and Evenkia Municipal Districts
11. Vladimir V. Larin, Director, State Nature Reserve «Putoranski Zapovednik»
12. Darya S. Bolina, Senior Inspector, Department for Inspection and Development of Education Establishments, Education Authority, Administration of Taimyr Dolgano-Nenetski Municipal District
13. Yury M. Karbainov, Lead Researcher, Research Section, Taimyr State Biosphere Reserve
14. Oksana I. Gondarenko, Head of Ecology Department, Natural Resources and Ecology Committee, Administration of Taimyr Dolgano-Nenetski Municipal District
15. Leonid A. Solomakha, Deputy of Norilsk City Council, Chairman of Social Policy Committee
16. Valery H. Vengo, President, Association of Indigenous Minority Peoples of Taimyr.

74. The PSC members were drawn from key relevant stakeholder organizations (Box 1). It is not clear how many times the PSC met, or how significant of a role this body actually played. According to the project stakeholders, the PSC met four or five times, and the meetings were well organized, with the agenda and appropriate documents distributed beforehand, and the project's workplans discussed and approved. PSC meeting minutes in English were not available for this evaluation, but it is known that the PSC met at least in September 2009 and July 2011.

ii. Project Management and Implementation

75. The PMU was responsible for developing annual project workplans and budgets, in collaboration with project stakeholders, the National Project Director, and UNDP. Given the project's extended implementation period, budget revisions were processed regularly, with approval from the NPD on behalf of the MNRE as the executing organization. Annual workplans and budget revisions were approved by the PSC. The project team, with support from UNDP, completed the annual PIRs, and submitted to UNDP quarterly progress reports.

76. Project finances were managed through UNDP's ATLAS system. The UNDP Russia Project Support Office made direct payments for project financial commitments, based on contractual and procurement requirements. According to standard UNDP practices for the Russia Project Support Office, each project under implementation is audited each year, although only the Taimyr project audit report for 2008 was available in English for this evaluation; no significant financial management issues were identified in the evaluation report for that year. All indications are that the project financial management was carried out in accordance with required UNDP and Russian national laws, policies, procedures, rules, and regulations.

77. On the whole project management worked well, with the limitation of not being able to find a project manager to be based in Norilsk, but this ended up not being a significant problem, as the project manager had significant experience in the Taimyr region. There were some chronic issues with project reporting due to insufficient administrative support available to the project based on the limited budget available for management costs. The project internal mid-term review noted that additional support to the project team was required on reporting to UNDP/GEF in requested formats, especially in English. The mid-term review recommended recruitment of an administrative assistant for the project for the remaining implementation period. An assistant was initially recruited specifically for a year for the project in October 2009, after which additional support was provided directly by the UNDP Russia Project Support Office staff, though this required significant additional time from the respective UNDP program officer and support staff. The project benefited from support from a qualified accountant working for the other projects in the UNDP portfolio, as well as the communication specialist and an intern helping the project manager with communication, outreach and reporting during the final "trimester" of the project implementation. Thus one lesson that can be drawn from the management experience of the Taimyr project is that depending on the background and comparative advantage of the project manager's skills, it is critical for them to have the necessary administrative, financial management, and communications support to allow them to focus on the technical and substantive management requirements of their job.

iii. Financial Planning by Component and Delivery

78. Table 3 below provides an overview of proposed and actual expenditures by component, including project management. Components 2 and 3 were the largest, planned for approximately the same amount of GEF resources, equal to ~25% of GEF expenditure. Component 1 was planned for only 14% of GEF resources. Project coordination and management was planned for 36.5% of GEF resources, and it is not clear how the project was approved with such a large management budget, far above the GEF stated ceiling of 10% of GEF resources; it appears that this budget line also included items such as M&E activities and lessons learned, but even still this would be far above the planned amount for project management for most GEF projects.

79. Figure 2 below shows the planned vs actual expenditure for each of the project components, based on data from Table 3 above. The actual project management costs, however, were less than the planned amount, coming in at 21.2% of GEF resources (55% of the planned amount). It is not fully clear why project management expenditure was significantly less than planned, though it is clear that following project approval UNDP made a significant effort to ensure management costs were limited as much as possible, to comply with the GEF threshold of 10% management cost limit that was formalized around the time of project approval. Expenditure on Outcome 1 was far less than planned, mainly because the policy work planned under this outcome was no longer relevant after the regional governmental restructuring, as discussed further in Section IV.B.v below on adaptive management. A portion of the resources from Outcome 1 were shifted to Outcome 2, on mainstreaming, which is where the project's efforts focused in terms of supporting protected areas within the project's targeted area, and in pivoting to work on the regional land use plan. Actual expenditure on Outcome 1 was only 1.9% of GEF resources (12.5% of the planned amount), while actual expenditure on Outcome 2 was 49.4% of GEF resources (179.6% of the planned amount). Outcome 3 actual expenditure was the closest to the planned amount of any of the project components, equaling 27.5% of GEF resources (110.3% of the planned amount).

Figure 2 Taimyr Project Planned vs Actual Expenditure by Component

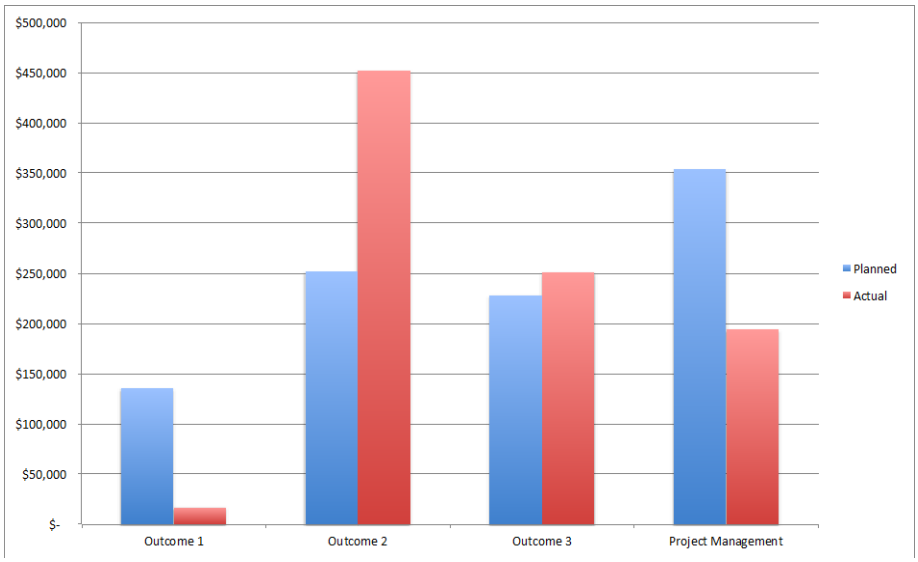


Table 3 Project Planned Budget and Actual Expenditure Through August 22, 2012 (USD)

	GEF amount planned	% of GEF amount planned	Total planned	% of total planned	GEF amount actual	% of GEF amount actual	Total actual‡	% of actual total‡
Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives	0.136	14.0	0.485	16.1	0.017	1.9	N/A	N/A
Outcome 2: Landscape scale Biodiversity Conservation Program for Central Taimyr Operationalized	0.252	26.0	1.275	42.3	0.453	49.4	N/A	N/A
Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr	0.228	23.5	1.253	41.6	0.252	27.5	N/A	N/A
Monitoring and evaluation*	0.120	12.4	N/S	N/A	N/S		N/A	N/A
Project coordination and management	0.354	36.5	N/S	N/A	0.194	21.2	N/A	N/A
Total	0.970		3.013		0.915		9.675	

Sources: Project Document for planned amount; UNDP Combined Delivery for actual GEF amounts (currently the table does not include actual spending for August-October 2012).
**The M&E budget is drawn from all components of the project budget, and is not additional to the amounts shown for project components and management.*
***‡** The breakdown of co-financing was not specifically tracked by component because it was disbursed by the project partners rather than channeled through the project.*

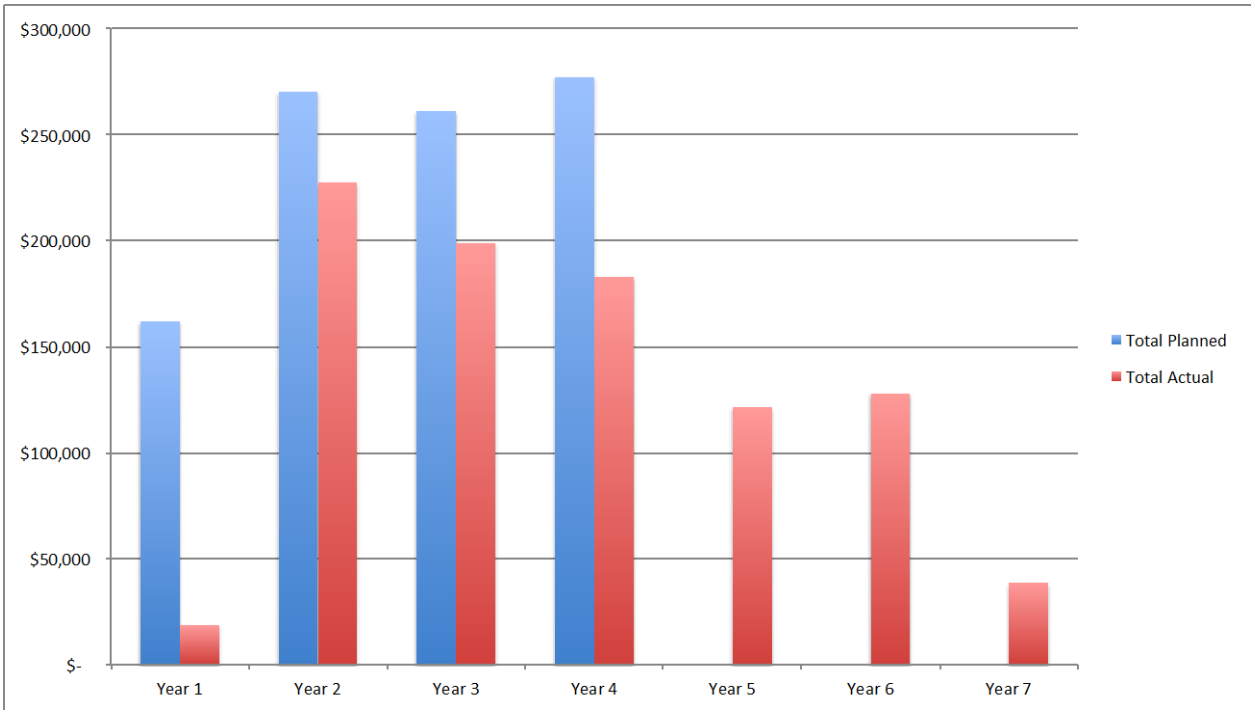
Table 4 Project Planned and Actual Co-financing Through August 22, 2012 (USD)

Co-financing (Type/Source)	UN Agency		Government**		NGOs		Other Sources*		Total Co-financing		Percent of Expected co-financing
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Actual share of proposed
Grant											
Credits											
Loans											
Equity											
In-kind			0.900	7.950	0.000	0.150	1.143	0.660	2.043	8.760	428.8%
Non-grant instruments											
Other types											
Total			0.900	7.950	0.000	0.150	1.143	0.660	2.043	8.760	428.8%

Sources: Project Document for planned amount; data provided by project team for actual amount.
**Planned "Other Sources" were from the private sector firm Norilsk Nickel. Actual other sources include both private sector and international donors.*
*** Planned government co-financing was to come from the Taimyr Autonomous Okrug government. Actual government co-financing comes primarily from the federal level,*

80. As highlighted in Section III.B.iv above on project milestones, the project's first disbursement was in October 2006 (although concrete activities did not start until nine months later), and the project closed in October 2012, a total implementation time of 72 months, compared to the original planned implementation period of 48 months. Needless to say, the project's delivery rate was far slower than was expected. Figure 3 below shows project planned vs actual expenditure over time. The actual average annual disbursement was $138,571 USD (assuming the full project balance was disbursed in 2012), only 57.1% of the planned average annual disbursement of $242,500. It should be noted that for Year 1, the planned amount was for a full 12 months, whereas the project's first disbursement was only in October of 2006, due by chance to the timing of the approval and start-up process – thus, the actual "Year 1" expenditure would only have been expected to be 1/4th (25%) of the planned amount. However, the project's actual "Year 1" expenditure was only ~ 1/8th (11.4%) of the planned amount.

Figure 3 Taimyr Project Planned vs Actual Disbursement by Year



81. While a project's delivery rate is often considered as one measure of its efficiency (since management costs as a share of total budget tend to increase the as the project length increases), it should not be measured in a vacuum. In the case of the Taimyr project there were a number of good reasons that the project start-up was slower than planned, and by working over a six year period, the project was able to contribute to some results that would not have been possible in a shorter timeframe. In addition, UNDP and the project team worked to limit project management costs, ultimately reaching the aforementioned 21.2% of GEF resources, which is lower than many GEF projects that finish closer to their planned timeframe. However, this must be balanced against the overall need to deliver results in a planned period of time –

and then to build on those results with additional interventions. The delivery rate for the Taimyr project was far slower than for most GEF projects, even MSPs.

iv. Project Planned and Actual Co-financing

82. The Taimyr project's planned and actual co-financing are shown in Table 4 above. Planned co-financing was $2.043 million USD, with contributions expected primarily from the Government of the Taimyr Autonomous Okrug ($900,000) and the private sector company Norilsk Nickel ($1,142,800). Unfortunately the project was not able to establish the expected partnership with Norislk Nickel, according to the project team, partly due to the economic downturn, as well as a shift following the original co-financing commitment in the company's openness towards new partnerships, internal corporate limitations, and bureaucracy. However, Norilsk Nickel continued to provide charitable contributions to project partners (local government, protected areas, research institutions, etc.) during this time period, and the project was able to take advantage of some of this support by "piggy-backing" on aviation and land transport in Taimyr for scientific and field research; it is 3.5 hours from Norilsk to some of the project field research sites, and each hour of helicopter time normally costs $5,000 USD. Other support from Norilsk Nickel to the protected areas supported the project objectives, for example financial support for a new office for the protected area administration and funding for monitoring of polar bears in total the project counted $600,000 USD in co-financing from Norilsk Nickel. In addition, other sources of co-financing more than made up for the shortage from Norilsk Nickel. The total actual co-financing was $8.76 million USD – a co-financing ratio of more than 1:9 – with the most significant portion ($7.80 million USD) coming from the federal government's support of the three federal protected areas in Taimyr. The municipal government of the Taimyr Dolgan-Nenets Municipal district also did contribute $150,000 in support of scientific and monitoring research executed by the Far North Research Institute and federal nature reserves. Other sources included local charitable foundations ($150,000 USD) and the United States Fish and Wildlife Agency ($60,000 USD) for support for field research to evaluate the state of Red Book species' populations. This evaluation was not able to independently verify the co-financing amounts, and it is clear that the co-financing figures provided by the project are estimates, but as an approximate figure the actual co-financing amount seems reasonable, particularly considering that the project implementation period spanned approximately six years.

v. Flexibility and Adaptive Management

83. Flexibility is one of the GEF's ten operational principles, and all projects must be implemented in a flexible manner to maximize efficiency and effectiveness, and to ensure results-based, rather than output-based approach. Thus, during project implementation adaptive management must be employed to adjust to changing circumstances.

84. As partially described in Section IV.A on key elements of the project design, from the beginning of implementation the Taimyr project required an adaptive management approach, based on numerous changes in the regional context and project assumptions. The project development and approval process covered six years, during which time the project activities and design grew outdated. As previously described, shortly following project approval by the

GEF, there was a major governmental administrative re-structuring in the region, with the former regional level Taimyr Autonomous Okrug (TAO) being subsumed into the larger neighboring region of Krasnoyarsk Krai, with the former TAO becoming the Taimyr Dolgan-Nenets Municipal District.

85. The change in administrative context forced an adjustment to project activities, particularly under Outcome 1, since after the change the policy framework for environmental management targeted by the project covered the entire Krasnoyarsk region, and not just the Taimyr region. At the same time, a new opportunity appeared as the Russian Federation began a national land-use planning process at the regional level, which included the Taimyr Dolgan-Nenets Municipal District as a distinct unit. This created the potential for mainstreaming of biodiversity considerations in the regional land-use planning process, which in fact directly corresponded with the project's objective.

86. This evaluation report does not endeavor to specifically describe all of the change made, but needless to say, following project approval it was necessary to take a significantly adaptive and results-based approach to implementation. A detailed explanation of the changes to the project activities and outputs is included in the project inception report (Section 4, beginning on pg. 13 of that document).

vi. UNDP Project Oversight

87. UNDP is the responsible GEF Agency for the project, and carried general backstopping and oversight responsibilities, as well as handling the financial accounts. For the Taimyr project UNDP project oversight is considered moderately satisfactory. On the whole UNDP was clearly supportive of the project, and made critical and high quality contributions to re-structure and adjust the project to respond to changing conditions. The inception phase re-construction of the threat barrier analysis and corresponding project re-structuring is particularly notable as a significant example of successful adaptive management. On the other hand, the Taimyr project has been dogged by delays and slow implementation throughout its life, with a far-above-average development timeframe, and a two-and-a-half year no-cost extension, far longer than any other UNDP-GEF project this evaluator is aware of.

88. As the GEF Agency, UNDP shepherds project development, and bears significant responsibility for the process, although multiple other stakeholders are involved, and project development for GEF-funded projects is partially a reflection of the GEF's policies and procedures, which are frequently changing. In the case of the Taimyr project, the project development and approval process was slow and poorly focused, with inadequate clarity and distinction between mainstreaming vs protected area approaches. This was partially due to exogenous factors related to changes in GEF strategies and changes within the Russian government, but those factors were faced by most other projects in the GEF portfolio at the time, and the Taimyr project required more than double the average amount of time to reach implementation start (see Section III.B.iv above on project timing and milestones).

89. However, starting with the project inception phase UNDP provided strategic focus to simplify and clarify the project's strategy, and provided a supportive foundation for the adaptive approach required by the project to meet changing circumstances. The UNDP regional UNDP-GEF staff, and the UNDP Russia Country Support Office staff provided the necessary

guidance and flexibility to guide the project through an intensive restructuring, beginning with a fresh threat-barrier analysis to ensure that the project was oriented in a results-based manner to appropriately address the actual biodiversity threats in the Taimyr Peninsula.

90. During the project terminal evaluation mission all project stakeholders indicated a positive professional and institutional working relationship with UNDP.

V. Russia Taimyr Project Performance and Results (Effectiveness)

A. Progress Toward Achievement of Anticipated Outcomes

91. As described further below, the project adequately reached the project objective, and based on achievement of expected outcomes, **effectiveness** is rated ***highly satisfactory***. The project logframe includes indicators and targets for each of the outcomes, which are assessed in Section V.B below. In the sections below reviewing the three outcomes, the primary outputs are listed, and key results highlighted.

92. The stated project objective was "*Stakeholders will devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity*." The project goal is *"Conservation and sustainable use of globally significant biodiversity across the tundra landscape of the Central Taimyr Landscape Corridor (CTLC)."* Overall **progress toward the project objective** and project goal is considered ***satisfactory***.

93. There were three main objective level indicators, as shown in Table 5 below.

Table 5 Taimyr Project Objective Level Indicators and Targets

Indicator	Baseline	Target
Number of hectares brought under regulated landscape protection (PAs and Landscape Corridor Ecological Network	6,670,000 ha	15,000,000 ha
Level of awareness on biodiversity values and conservation needs among the population of Taimyr (measured in percentage of population with certain level of awareness; within the baseline awareness level study, a questionnaire-based methodology should be developed and applied at the beginning and the end of the project)	0.05	20% increase over the baseline
"Threats Reduction Analysis" (TRA) results for the PAs and the Central Taimyr Landscape Corridor Ecological Network - TRA Index (threat reduction in %) to be calculated at mid- term evaluation and end of project	Threat total ranking value of 18.	Positive trends at mid-term evaluation and end of project

94. The project succeeded in contributing to and catalyzing significant and diverse results that will contribute to the conservation of biodiversity in the Taimyr Peninsula. At the basic level, the targets were achieved for all three objective-level indicators, but the indicator targets only hint at the broader results achieved under the project. Key results achieved include:

- Support for establishment of the Agapa and Gorbita zakazniks, covering 643,500 hectares;
- Re-establishment of the protection regime for the Purinsky zakaznik (787,500 hectares), through linking its protection and management regime to Putorana Plateau zapovednik;
- Support for management capacity strengthening of three additional protected areas (Putorana Plateau, Great Arctic, and Taimyrski), which cover 6.65 million hectares;

- Mainstreaming of biodiversity conservation through integration of biodiversity data in the territorial spatial plan for the Taimyr Dolgan-Nenets Municipal District;
- Provision of a GIS-based spatial planning tool for local government administration;
- Various support for the environmental education curriculum of the Taimyr Dolgan-Nenets Municipal District;
- Work with the indigenous communities of the Taimyr Peninsula to support sustainable use of biodiversity, and document traditional practices related to sustainable use;
- Amendments to hunting regulations that should have a significant influence on reducing large-scale poaching of reindeer during river crossings.

95. While the project has made numerous important and valuable contributions supporting biodiversity conservation in Taimyr, stakeholders must continue working and take additional steps to ensure Taimyr's biodiversity will be fully conserved. Significant additional work is required to strengthen the capacity of the protected area administrations for effective management, and to ensure enforcement of protection regimes. This is a major challenge considering the huge areas involved, and the need for boat or air transportation across these areas. Second, the project was fortunately well-timed to have a positive influence on the initial territorial spatial planning process, but the "plan" at this stage is only a framework to guide decision-making over the years to come – as are all such plans. The real biodiversity impacts, positive or negative, will come as the plan is implemented over time. Thus there is a need for stakeholders in the region to continue being active and vigilant to ensure the critical biodiversity values of the Taimyr Peninsula are not encroached upon.

i. Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives

96. Outcome 1 was successfully achieved, and completion is rated ***satisfactory.***

97. The first focus of activities under Outcome 1 focused on developing a regional biodiversity conservation action plan as an input for decision-makers.[9] Developing this plan required up-to-date regional biodiversity data, and the project supported some basic environmental monitoring as a basis for development of the plan. The status of key species populations was assessed:

- Rare waterfowl species: lesser white-fronted goose, red-breasted goose;
- Mass hunted waterfowl species: greater white-fronted goose, bean goose, brant goose;
- Birds of prey: white-tailed eagle, gyrfalcon, peregrine;
- Key species of ungulates: wild reindeer, bighorn sheep, musk ox;

[9] Activities related to the project's key output, the program and action plan for biodiversity conservation across the landscape in Taimyr (the PAP) spanned both Outcome 1 and Outcome 2. As discussed in the previous section on financial planning and disbursement, little project budget was disbursed under Outcome 1, while much more was disbursed under Outcome 2. Logically, this evaluation report therefore discusses the main part of the project's work on the PAP under Outcome 2, which is also appropriate as Outcome 2 focused on the landscape scale "conservation program", of which the PAP was a key element.

98. As part of the basic monitoring activities, the project team convinced the regional Minister of Natural Resources and Forestry of Krasnoyarsk Krai that an aerial census of the reindeer population was critical to gain an understanding of the current status of the population for management decision-making. By law a census is required every three years at least, but a census had not been conducted since the late 1990s. The regional government then financed an aerial census of the reindeer population in 2009; the population of musk ox was also included. The census data allowed the regional and municipal district level resources managers to assess the currently feasible level of sustainable use of the population of reindeer and musk ox. Following the findings, expert opinions on these key species of birds and mammals were obtained and made available to competent authorities at the regional and territorial level.

99. The other significant portion of Outcome 1 had been planned as the focus on a strengthened policy framework for the Taimyr Autonomous Okrug, but the merging of Taimyr with Krasnoyarsk Krai made this set of activities beyond the scope of the project, since any legislation and policy work would be at the level of the entire Krasnoyarsk Krai, and not just the Taimyr Peninsula. The project was re-oriented on policy issues to focus on:

1) Adjusting norms of withdrawal of natural resources (commercial and amateur hunting);
2) Legal papers for establishment of three new/extended PAs;
3) Krasnoyarsk Krai Hunting Law (support through consultations with hunters); and,
4) Regulations on movements and trade in biodiversity components.

100. Under point 1 above, the reindeer census of 2009 showed that the population was in good condition, with a stable and relatively high number of individuals. Based on the positive results of the census, the individual subsistence quotas for reindeer for indigenous communities was adjusted to allow eight reindeer per person per year, increased from the previous level of three per person per year; this was a positive result for the indigenous communities in Taimyr, an example of local benefits generated through measures to ensure the conservation and sustainable use of biodiversity.

101. Under point 2 above, the project supported creation of the necessary legal documents for the establishment and expansion of three protected areas, Agapa, Gorbita, and Purinsky. The main results of this work are further discussed under Outcome 2 below.

102. Under point 3 above, the Taimyr project worked to pass amendments to the federal hunting law to forbid hunting reindeer at water crossings. When the massive reindeer herds are fording the wide rivers of the Taimyr individual reindeer are virtually helpless as they swim, and are easily poached by hunters in motorboats. This was the main source of illegal reindeer hunting in Taimyr, and authorities were at pains to control this practice because some legitimate hunters also participated in this practice. The project team worked with the union of hunters to propose amendments to the hunting law that would ban hunting at water crossings. The amendments to the hunting law are facing some legal challenges because they represent changes to federal law and some parties are concerned about the application of these amendments in other areas of Russia. However, if the law is upheld, poachers hunting at water crossings can be easily identified and apprehended as there will be no legitimate hunting allowed at this points in the reindeers' migration path.

103. Under point 4 above, the project also sought to reduce illegal trade in biodiversity components (e.g. reindeer antlers, and other animal parts from bears, sheep, etc.) through strengthening awareness and enforcement on this issue. There was no need to develop regional or municipal legislation or policies on this issue as the federal law adequately covered the necessary restrictions, so the project focused on increasing the awareness of enforcement authorities (highway patrol, customs, border patrol). The project conducted a training workshop for enforcement authorities on this issue, with support from experts from Moscow on inspection and confiscation of illegal goods; the authorities subsequently replicated this training without further project support. The project also produced and distributed awareness materials such as CDs with information on prevention of illegal trafficking of flora and fauna, and posters on illegal trafficking to be posted in transportation facilities (i.e. airports, etc.) and other public areas. Of interesting note is the fact that these measures were also applied to fossils, as the trade of fossil woolly mammoth bones and tusks is an important issue in the region.

ii. Outcome 2: Landscape scale Biodiversity Conservation Program for Central Taimyr Operationalized

104. The achievement of Outcome 2 is considered ***highly satisfactory.*** A significant achievement of the project under this outcome is the integration of biodiversity and ecosystem data in the Taimyr Dolgan-Nenets Municipal District territorial planning process. Other notable results include the provision of a GIS-based tool with environmental information for decision-makers, and significant expansion and strengthening of the protected area network in Taimyr.

105. The project document appears to have envisioned a kind of large-scale "conservation program" across the entire Taimyr peninsula, but there was no practical legal or institutional approach under which such a program could be implemented. There are multiple government land use management mandates across an area as large as the Taimyr peninsula, varying use, extraction and property rights, and no reasonable mechanism for management and enforcement across 15,000,000 hectares. Needless to say, government stakeholders were not supportive of such a program, and the project took a practical approach to structure the project activities under this outcome to find a results-based approach that was supported by the necessary government and community stakeholders. Therefore this outcome focused on development of a conservation program and action plan, and integration of this plan into the relevant land-use planning mechanisms for the Taimyr peninsula. This is, in fact, an approach that directly corresponds to the GEF strategic objective for mainstreaming biodiversity conservation.

106. Drawing on the ecological monitoring activities supported under Outcome 1, the biological data and corresponding expert opinions on the status and management measures related to key species were integrated into the project's primary final deliverable, "Preservation of Taimyr's Biological and Landscape Diversity: Program and Action Plan" (PAP). To compile the PAP the project held a tender and selected the Cadaster Institute, which had similar previous experience working with UNDP on other projects. The Cadaster Institute team traveled to Taimyr to collect additional relevant data (other than biological monitoring data), interview stakeholders, and assess additional activities from project partners. The final document

included a set of recommendations and actions regarding the conservation of biodiversity across the Taimyr landscape.

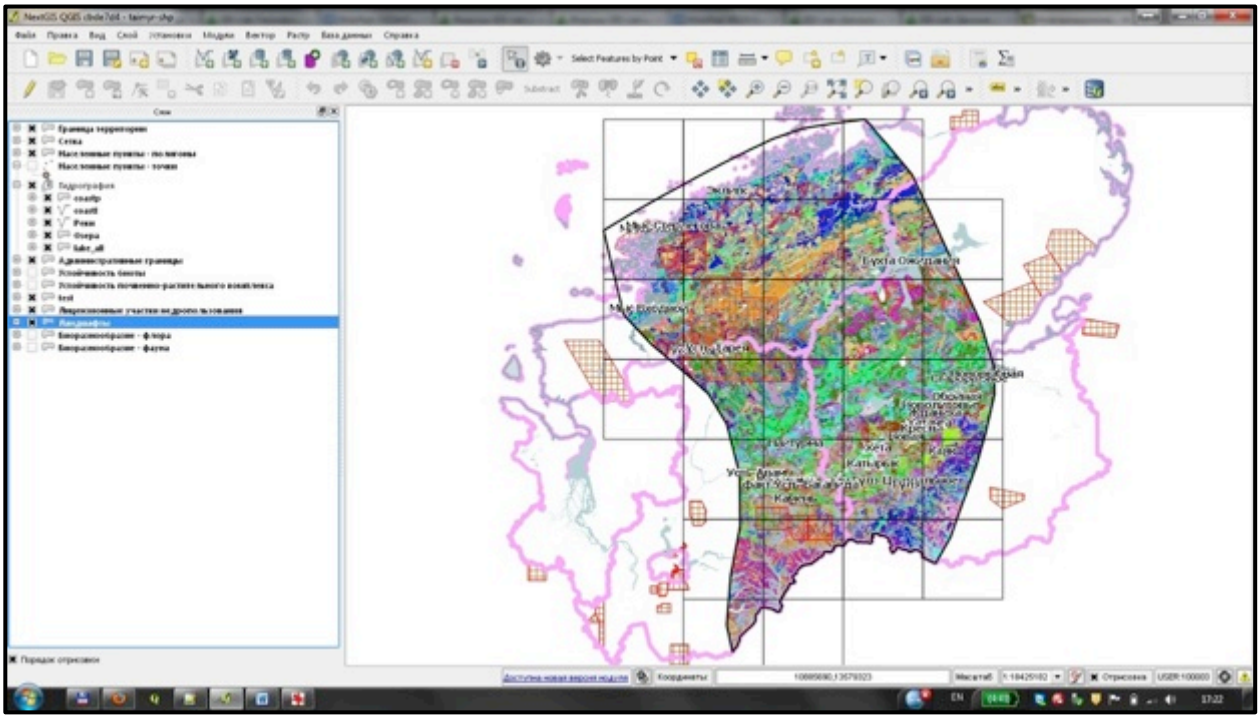
107. The PAP was shared amongst stakeholders in Taimyr to increase awareness of the recommendations and action plan, but it was also recommended that the PAP serve as a direct input to the territorial planning process, as the territorial plan is to be the guiding overall document for the region for years to come. Thus, a meeting was held in Dudinka where the team from the Cadaster Institute presented the PAP to the large number of relevant stakeholders in attendance, including representation from the private sector, local and regional government, and including the Institute of Urbanistics, which was responsible for developing the territorial plan.

108. The project worked with the Institute of Urbanistics to ensure incorporation of the project's input to the territorial spatial plan. This evaluation was not able to conduct a detailed review of the project PAP, or the territorial spatial planning documents to assess the specific level of integration of these two sets of documents (both of which number hundreds of pages). However, based on the evaluation evidence collected through interviews and a limited document review, it appears that the project has made a concrete and valuable contribution that will support improved biodiversity conservation in Taimyr as the territorial plan is implemented over the coming years. The representative of the Institute of Urbanistics confirmed that their worked directly incorporated the inputs provided by the project, specifically in relation to data on environmental resources, demographics, and nature protection. For example, data on the specific boundaries of protected areas was included, and data on areas of potential future protected areas. The project provided various types of ecological and biodiversity data, but the most significant contribution to the spatial plan appears to have been ensuring that current and future protected areas are recognized and respected as decisions about economic development in Taimyr go forth in coming years. Notably, a number of the maps produced for the spatial plan have protected areas identified on them, even when the subject of the map does not specifically relate to nature conservation. Also, one of the approximately 20 spatial plan maps specifically relates to development of the protected area system, as shown in the title page image of this evaluation report. It is not clear to what extent there have been provisions for biodiversity conservation measures integrated in the spatial plan for Taimyr landscape areas outside protected areas. At this stage the territorial plan is only a strategic document, and the way this plan is implemented over time (as further discussed in Section V.C below, on remaining barriers) will demonstrate the degree to which biodiversity considerations are maintained.

109. Based on the request of the Taimyr Dolgan-Nenets Municipal District authorities, to enhance the utility of the biodiversity data and overall PAP, the biodiversity, ecological, social data, infrastructure, and other data layers were developed into an open-source GIS planning tool, and distributed to regional authorities. Figure 4 below shows a sample screenshot from the GIS planning too, with an overall view of the Taimyr Peninsula and the Central Taimyr Landscape Corridor. The project financed training of key government staff in use of the GIS tool, and installed the tool on the relevant municipal district staff computers, to ensure uptake and sustainability of this output. The municipal district government sees this as a key tool to make

decisions about land-use planning, particularly when negotiating with natural resource extraction companies about leases and extraction rights.

Figure 4 GIS Tool for Conservation Planning in the Taimyr Peninsula (screenshot)



110. The project's work to support the establishment of the Agapa and Gorbita zakazniks, and re-establishment of Purinsky zakaznik, was another significant highlight. The project reached agreement with the Krasnoyarsk Krai Ministry of Environment to move ahead with the establishment of the two Krai-level zakazniks. These two reserves, covering a total area of 643,500 hectares, have not yet been fully approved and do not yet have functioning management regimes, but the project has set these processes in motion; as of the project's final PIR the two protected areas had not received full final approval from the regional government, but all of the necessary documentation and preparations were completed. Agapa zakaznik is an important area for reindeer migration, and the Gorbita River site is important for waterfowl, and is a Ramsar site. The process of identifying and specifying the protected areas to be gazetted included public hearings, during which the views of local indigenous communities were heard. As further outlined in Box 1 below, the project worked with the local indigenous communities to – for the first time in Russia – establish protected areas covering areas of traditional sustainable use to which the communities have usufruct rights. The agreed protection regimes for the protected areas were designed in consultation with the indigenous communities to ensure that traditional sustainable uses of biodiversity were respected. For example, the protected areas were established partly to protect waterfowl from hunting during nesting periods, and it was ensured that traditional indigenous waterfowl hunting times did not coincide with nesting periods. For their part, the indigenous communities were in favor of establishing protection regimes on their territories of traditional use, as this helps to ensure

these areas will be maintained for biodiversity, and not subject to destructive development pressures. This is an excellent example of a win-win synergistic approach generating both local and global biodiversity benefits.

Box 1 Working with Taimyr's Indigenous Communities for Conservation of Biodiversity

The Taimyr project set positive examples for collaboratively working with indigenous communities for nature conservation and sustainable use of biodiversity, and worked with indigenous communities on multiple activities. The project appears to have been successful in this regard because the project team and other involved stakeholders respected the current rights of indigenous communities regarding traditional sustainable uses of biodiversity, and consulted with the indigenous communities on various approaches to conservation.

At the public hearings regarding the establishment of the Agapa and Gorbita zakazniks the local community representatives fully supported the establishment of these new reserves, and even recommended a stricter level of protection. As stated in the 2012 PIR, the project "has ensured for the first time in the history of wildlife refugees in Russia that the two new reserves cover the territories of traditional nature use by local indigenous people, and the residents welcome the idea of protected area establishment, and in fact insist on a stricter regime as it saves the landscapes from massive industrial exploitation, preserves biodiversity and takes into account the community interests." As long as the provisions for biodiversity protection facilitated the traditional uses of the indigenous communities, they were in favor of establishing protected areas on their designated traditional use areas because this provides an additional level of protection to help the local communities deter incursions from non-sanctioned hunters, other trespassers, and extractive resource development.

The project also worked with the Dolgan and Nganasan indigenous communities to produce a publication documenting the traditional, historic, and generally sustainable uses of biodiversity that are declining among present generations, in a book titled 'Traditional ecological knowledge of indigenous peoples of the Taimyr Peninsula.' In addition, the data from the 2009 reindeer census led to an increase in the allotment of reindeer from three to eight to be hunted annually by local community members for subsistence use.

111. The project also worked to "re-establish" the federal level Purinsky zakaznik, which had been previously designated, but which was only a "paper park" as it was not operational and not functional as a protected area. The project secured an internal Ministerial Order from the federal Ministry of Natural Resources prescribing that the Purinsky zakaznik should be overseen by the Putorana Plateau zapovednik, which has a functioning administration and a reasonable number of staff. In September 2009 the Putorana Plateau zapovednik management signed an agreement to officially put Purinsky under their management and operational authority. The project secured financial support for one warden to patrol Purinsky zakaznik, with back-up support from Putorana. While one warden is hardly sufficient to patrol a protected area of nearly 800,000 hectares, the warden has been selected from the local indigenous community, and has the community support and associated information networks to be informed when illegal activities may be occurring in the protected area, which has limited human population in its vicinity. The Purinsky zakaznik is approximately 100 km away from Putorana Plateau

zapovednik, but the Putorana administration is able to provide support on call from the Purinsky warden, who is armed and authorized to detain poachers.

112. To further support the protected area network in Taimyr, as a key element of an overall landscape approach to biodiversity conservation, the project also provided direct support to the three federal protected areas (Putorana Plateau, Great Arctic, Taimyr) for strengthening management capacity, primarily technical capacity in the form of equipment purchases. The three protected areas receive federal funding, but the limited funding frequently covers mainly "fixed costs" of staff salaries and operational maintenance, while there is little funding for capital investment or programmatic activities. Project-supported investments included a small boat for the Great Arctic reserve (which has marine territory), an all-terrain vehicle for Putorana Plateau, and a transport vehicle for Taimyr Reserve that is capable of traveling across tundra without damaging the landscape. The project also provided important monitoring equipment for protected areas that cover such large territories with no infrastructure, such as satellite phones and snowmobiles; the protected area administrations indicated that they have the capacity to maintain the equipment provided by the project. The project also supported training for protected area staff on enforcement, environmental tourism, and use of GIS in management of protected areas.

113. The project also supported development of a comprehensive biodiversity monitoring program for Putorana Plateau zapovednik, which had been selected by the MNRE as a pilot protected area for this purpose. This activity was well-described in the project documentation: "As part of this work, an analysis of the existing monitoring system was performed and a new program and methodological guidelines for its application in the natural reserve were prepared. In drafting the program, the focus was made on the specifics of Arctic environmental systems and natural reserves as being difficultly accessible and largely serviced by personnel working on a rotational basis. The program complies with the latest CAFF requirements[10] and other internationally adopted approaches to implementation of biodiversity monitoring tasks; a special focus is made on identifying natural trends due to the climate change." Methodological approaches applied in process of preparation of the monitoring program were subsequently used in drafting of a monitoring program for the Commander Islands zapovednik, with support from another UNDP-GEF project in Russia, the MCPAs project (GEF ID #3518).

114. From the start to finish of the project the METT scores for these three protected areas notably increased: from 52 to 65 for Putorana Plateau; from 42 to 60 for Taimyr Reserve; and from 25 to 52 for Great Arctic Reserve. The METT scores were calculated through a collaborative exercise with the respective heads of the protected areas, with UNDP support.

115. A late-breaking achievement of the project was to work with the government to establish a kind of mutually supportive network of protected areas in Taimyr. The three main federal reserves have been officially linked to provide a formal basis for coordinating joint activities such as training of specialists, environmental awareness activities, and workshops on poaching and other illegal activities. It is anticipated that supporting the protected areas to share resources will create synergies and cost-efficiencies in a region where distances are great and infrastructure is minimal.

[10] CAFF is the Conservation of Arctic Flora and Fauna working group of the Arctic Council.

iii. Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr

116. Overall, achievement of this outcome is rated ***highly satisfactory***. This outcome focused on the education and awareness activities of the project, with a particular focus on issues related to indigenous knowledge. The project had a fruitful and well-received partnership with the education department of the Taimyr Dolgan-Nenets Municipal District administration. The project also collaborated directly with indigenous NGOs.

117. A major highlight under this outcome was the project's work to support the environmental education curriculum in Taimyr. The project reached an agreement with the municipal district education authorities to develop an elective course on biodiversity conservation for three ages of schoolchildren, including development of textbooks and study guides (drawing on experts in the production of such materials based in Moscow). The course materials were approved by the regional education authorities, and subsequently published. Textbooks were developed for three age groups – 1st grade, 3rd grade, and 8th grade. To ensure uptake and promote the materials, the project conducted training seminars in September 2011 for teachers on the environmental education materials, with the participation of 50 teachers and principles, and 20 students from the teachers college (1/4th of those attending represented indigenous communities). For the 2011-2012 school year the textbooks and study guides were then distributed throughout Taimyr, with at least 50 textbooks delivered to every large school. The teaching materials were also sent electronically to smaller schools and boarding schools supporting nomadic communities.[11] The project's teaching materials were integrated into the curriculum for 2011-2012 (3rd grade coverage: 315 students, 15 teachers; 8th grade coverage: 322 students, 13 teachers). The project has received significant positive feedback from teachers and the education department about the value of the materials, as region-specific curriculum materials are often difficult to obtain. According to project documentation, "After the first year of its adoption at schools, the success and popularity of the new course is beyond doubt." Interestingly, the materials are also used in Russian language courses with indigenous students to help them learn vocabulary related to the natural world.

118. As part of its education and awareness activities the project also conducted five-day training courses on biodiversity conservation for ~245 of 960 teachers in Taimyr - primarily those teaching subjects relevant to the project's work. In partnership with the Putorana Plateau zapovednik and the Norilsk Research Institute on Agriculture, the project also supported a mobile exhibit on biodiversity conservation, initially launched at the Norilsk Regional History Museum in 2009, which was attended by numerous schoolchildren; this exhibit was then sent to permanently tour schools throughout Taimyr. Another awareness raising output was the project's support for publication of the book photo book "Biodiversity and Landscapes of Taimyr", which was distributed through various channels, and is purportedly in constant demand. The book also shared with the Krasnoyarsk regional administration, to increase awareness at the regional level about the biodiversity and ecosystems of Taimyr. Project

[11] Boarding schools are used for children of nomadic communities, so that the children are based at the school during the school year while their parents are in remote tundra areas engaging in traditional livelihoods.

materials were also shared through the visitor centers of Putorana Plateau zapovednik (in Norilsk) and Great Arctic zapovednik.

119. The objective-level indicator related to this outcome focused on the level of awareness among the population about the value of biodiversity, the need to conserve it and use it sustainably. A baseline awareness survey was conducted in 2007 at the start of the project, and found a low initial level of awareness, measured as 7.2% of the survey respondents (lower than the Russian average of 10%, according to project documentation). At the end of the project, in 2012, a similar survey was conducted by the same experts using the same methodology, and found an increase to 21.6% of respondents. According to project documentation, "It is to be specifically noted that awareness grew in social groups such as school and college students (25.5 percent and 34.6 percent, respectively), which is suggestive of the influence of books and school manuals on biodiversity published under the project."

120. The second major highlight under Outcome 3 was the project's work to research and document traditional knowledge on the historic uses of biodiversity by the region's indigenous people, focusing on the Dolgan and Nganasan groups, the two largest of the five indigenous groups in Taimyr (approximately 10,300 individuals, of which approximately 70% live outside of urban areas). The work was carried out by professional ethnographers (the firm "EthnoExperts" based in St. Petersburg, and from the Federal Siberian University in Krasnoyarsk) and the indigenous peoples NGO "*Resource and Legal Support Center for Aboriginal Nations of the Krasnoyarsk Region"* based in Krasnoyarsk, and with active involvement of local indigenous communities. An extensive ethnological and sociological study of traditional knowledge of indigenous groups was conducted, including original field research. Information was collected, for example, on the seasonal traditional nature uses, which were focused on three major activities – reindeer breeding, reindeer herding, and fishing. The data collected was integrated into two primary outputs: i) An interactive map of the region, showing areas of historical types of sustainable use of biodiversity and significant ecological and cultural sites; ii) a book titled 'Traditional ecological knowledge of indigenous peoples of the Taimyr Peninsula. The book was widely distributed among regional administration, municipal area decision-makers, hunters, fishermen, as well as children of indigenous people for educational purposes. According to project documentation, the book "Not only enables increasing awareness of sustainable use of natural resources, but also helps to maintain identity of indigenous people by providing information on traditional life style and cultural customs to the children growing up in boarding schools." Also as an output of this activity the indigenous peoples NGO produced a set of recommendations targeted at government decision makers related to indigenous peoples' use of natural resources, which were approved by the Taimyr municipal administration, although not in as strong of form as originally hoped.

121. A third stream of work under Outcome 3 was the project's training of hunters. The spring goose hunt is popular in Taimyr, and a significant portion of the goose population is migrating from European and Asian locations. At the time the project was developed there was significant concern about avian influenza. In 2008 the project conducted a study of waterfowl species traditionally hunted to identify the presence of pathogenic influenza strains. Through hunting associations the project spread information on preventative measures for hunters related to avian influenza. The project also conducted workshops for hunters on poaching,

compliance with hunting bag limits, and the sustainable use of natural resources. According to project documentation, "After the first seminar on violation of hunting regulations and over illegal traffic and trade in valuable flora and fauna species, regional authorities applied to the project for a more specialized seminar for the chairmen of hunting societies and officers of local divisions of the Ministry of Internal Affairs responsible for control over compliance with hunting rules and the use of harvested game. Such a seminar was held in May 2010." By working through the hunting societies, the project estimates that approximately 7000 hunters (of the ~15,000 people with hunting licenses) in Taimyr have received information on appropriate hunting practices and sustainable use.

B. Achievement of Logframe Indicator Targets

122. The Taimyr project results framework is provided below, with an assessment of the achievement of indicator targets. As can be seen from the table, not all of the indicators and targets meet SMART criteria (also as discussed in Section VI.D.i below on monitoring and evaluation), but for those indicators that could be appropriately assessed the project achieved all of the targets planned.

Results Framework Assessment Key

Green = Achieved	*Yellow = Partially Achieved*	*Red = Not Achieved*

Table 6 Taimyr Project Results Framework Level of Achievement

Description	Description of Indicator	Baseline Level	Target Level at End of Project	Level at June 30, 2012	Terminal Evaluation Assessment
Objective: Stakeholders will devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity.	1. Number of hectares brought under regulated landscape protection (PAs and Landscape Corridor Ecological Network	6,670,000 hectares	15,000,000 hectares	7,457,500 hectares + Purinsky federal reserve reestablished and functions successfully under the management authority of the Putoransky reserve. Establishment two new protected areas at the regional (municipal) level are at the final stage (no more impact or control from the project is envisioned): the public hearings and environmental expertise procedure successfully passed. Once the regional governmental approval is ensured and the respective decree is issued, the total area under protection will increase by 90,000 ha (Agapa zakaznik) and 536,300 ha (Gorbita zakaznik). So total area under protection would increase up to 8,083,800 hectares. Via the integration of the Programme for conservation and sustainable use of landscapes and biodiversity into the land use planning scheme of the Taimyr municipality, the regulated sustainable land and resource use and biodiversity conservation will be set among priority development principles for the entire area of the Taimyr municipal district. However, while the Programme was meant for the entire Taimyr Municipal District, it is quite obvious that the biodiversity conservation	Target achieved. Concur with self-assessment. Total area directly under protected status at among various levels of PAs is as indicated: expected in the near term to reach 8,083,800, of which 1,431,000 hectares (Purinsky, Agapa, and Gorbita PAs) have been directly influenced by the project. The protected areas covering the remaining 6,652,800 have benefited from project supported management capacity strengthening activities. The exact boundaries of the Central Taimyr Landscape Corridor are not specifically defined, but this general area covers approximately 15,000,000 hectares. Thus, of the total corridor area, more than 50% is covered by protected areas. The remainder of the corridor territory is not specifically addressed within the Taimyr Dolgan-Nenets Municipal District territorial plan, but the corridor is covered by this plan, and includes biodiversity data provided by the project, for which more data was available for the corridor territory. The Entire municipal

Description	Description of Indicator	Baseline Level	Target Level at End of Project	Level at June 30, 2012	Terminal Evaluation Assessment
				and landscape continuity maintenance principles will be of most relevance to the relatively intact ecosystems and non-industrialized area of the Central Taimyr Landscape corridor. Thus, the area of regulated use and protection is assessed to rise up to 15,000,000 hectares.	district covered by the territorial plan is approximately 89,000,000 hectares.
	2. Level of awareness on biodiversity values and conservation needs among the population of Taimyr (measured in percentage of population with certain level of awareness; within the baseline awareness level study, a questionnaire-based methodology should be developed and applied at the beginning and the end of the project)	0.05	20 % increase over the baseline	21% increase over the baseline as proven by the awareness level survey carried out in September 2011 according to the same methodology used for the baseline assessment In most cases the respondents specifically mentioned awareness work carried out for the last 6 years jointly by the project and the key stakeholders (publishing textbook and guidelines, organizing workshops and exhibitions, establishing reserve visitor centers).	Target achieved. Concur with self-assessment. According to the project team, the follow-up awareness survey was carried out applying the same methodology as at the baseline. The target value has no clear rational basis; according to the project team the target was just chosen as a figure that seemed reasonable based on similar figures in other projects. The target is meant to be 20% or 25% of the total population, not 5% * 1.2.
	3. "Threats Reduction Analysis" (TRA) results for the PAs and the Central Taimyr Landscape Corridor Ecological Network. TRA Index (threat reduction in %) to be calculated at mid- term evaluation and end of project	Threat total ranking value assessed as 18.	Positive trends at mid-term evaluation and end of project	TRA index is 10% Reduction of threats is associated mainly with strengthening and expansion of the protected area system. The TRA should be reassessed once the regional PA establishment process is finalized, and the Biodiversity and Landscape conservation programme is integrated into the land use planning scheme for the Taimyr municipality	Target achieved. Concur with self-assessment. However, the TRA was not conducted at the mid-term so the trend basis is based on only two data points.
Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives	4. Amended legal-regulatory framework incorporates biodiversity conservation, landscape connectivity and sustainable use principles (measured in the quantity of legal and regulatory	0+	3	4: 1) Recommendations based on reindeer census stimulated by the project, as well as project studies on ungulates, serve the basis for annual quota setting. 2) The new federal law on hunting forbids hunting wild reindeer on water crossings. Since the massive illegal hunting used to be possible only at water crossings, no issuance of licenses for shooting around these areas will drastically reduce poaching rates. 3) Statues of the two new regional nature	Target achieved. Concur with self-assessment. At the same time, the target value in terms of the actual number of policies and laws affected is not so significant as the issues they address in terms of improving management and conservation of biodiversity resources. This is significant, when considering the content and potential effects of the laws and policies influenced. According to the project team the

Description	Description of Indicator	Baseline Level	Target Level at End of Project	Level at June 30, 2012	Terminal Evaluation Assessment
	documents issued/amended)			refuges could be considered as regulatory framework for further replication to other regional PAs to be established taking into account local community interests together with valuable species and habitats conservation 4) The Programme for Conservation of Biological and Landscape Diversity of the Taimyr Peninsula developed by the project is used for the preparation of regulatory framework for the land use planning at the municipal level ("Scheme for territorial planning" of the Taimyr municipality)	target value was based on a vision of multiple hunting regulations that would be influenced in terms of the establishment of protection zones, seasonal protection regimes, etc.
	5. Increased total (e.g. from all sources including federal budgetary allocations) financing for protected areas (in USD, cumulative)	US$ 800,000	US$ 1,200,000	US$ 2,500,000. Co-financing decline is explained by the fact that helicopter monitoring works have not been financed this reporting period.	Target achieved, but relevance of indicator to project efforts is not clearly established. Concur with self-assessment. It was not possible to say that the project has had any particular influence on the level of resources allocated for protected areas or biodiversity conservation in the region. In particular, during the financial crisis, support for PAs provided annually from NorNickel declined.
	6. Annual number of registered infringements on transport & trade limitations (national legislation related to CITES; measured in number of official infringements) (There are only two ways to export counterfeit items: Dudinka seaport is controlled by Rosselkhoznadzor and there are no infringements, Alykel airport is not under its control and therefore infringements, if any, are not registered)	0	Compared to the baseline infringements: increase at mid-term evaluation, decrease at end of project	1 infringement	Target ambiguous. Concur with self-assessment. According to the project team, the target was established based on the assumption that documented infringements would increase as authorities capacity to enforce regulations increased, and then decrease over time as deterrence aspects of increased enforcement were integrated in the population. There does not appear to be comprehensive or consistent data on CITES infringements, but the project did conduct training on this with enforcement authorities, who have internally replicated the training.
Outcome 2: Landscape scale Biodiversity Conservation Program for Central Taimyr Operationalized	7. Number of nesting flagship species: Rare/endangered waterfowl: • Red- breasted Goose (Rufibrenta ruficollis); • Lesser White-fronted Goose (Anser erythropus); Game waterfowl: • White- fronted Goose (Anser	Rare / endangered waterfowl: • Red-breasted Goose - 50,000; • Lesser White-fronted Goose - 2,000; Game waterfowl: • White-	Population numbers of the listed key species at least remain at their long-term average level (=baseline level)	No specific assessment was carried out. Expert assessments state that population rate of the most waterfowl species remains at least at the same level. Some species such as red-breasted goose, white-fronted goose, brent goose even show population growth.	Unable to assess. Concur with self-assessment. Without specific monitoring data is not possible to assess the specific status of these populations. It is rare that documented impact level results from project contributions would be seen at the end of a project. The project's activities may have some direct impact on the ground, but the project's larger influence at the impact level would be expected over time as the PAs in the region are more effectively managed, as

Description	Description of Indicator	Baseline Level	Target Level at End of Project	Level at June 30, 2012	Terminal Evaluation Assessment
	albifrons); • Bean Goose (Anser fabalis); • Brent goose (Branta bernicla)	fronted Goose - 500,000; • Bean Goose - 80,000; • Brent Goose - 200,000			hunting regulations are implemented and enforced, and as development decision-making is carried out in an environmentally friendly manner.
	8. Number of breeding keystone mammal species: • Wild reindeer (target Beldunchan population); • Bighorn sheep; • Muskox;	• Wild reindeer - 30,000; • Bighorn sheep - 5,000; • Muskox - 6,000	Population numbers of the listed key species at least remain at their long-term average level (=baseline level)	Wild reindeer - 35,000; Bighorn sheep - 5,000; Muskox - 7,000.	See above.
	9. METT scores	Zapovedniks: Putoransky 52 Taimyrsky 42 Great Arctic 25	End-of-project target values: Putoransky 64 Taimyrsky 56 Great Arctic 43	Putoransky zapovednik: 65 Taimyrsky zapovednik: 60 Great Arctic zapovednik: 52	Target achieved. Concur with self-assessment. The increase seen in the scores is likely due to multiple influences, of which the project was only one contributor, but the project certainly did make a positive contribution to strengthening management effectiveness for these protected areas. It would have been helpful to have METT scores also reported for the three additional protected areas influenced by the project. According to the project team there was no clear rationale for the target value, it was simply a value that seemed feasible – in other words a supply-driven target rather than being demand-driven (based on the desired normative status). The METT scores were calculated through exercises directly with the directors of the protected areas, and thus are likely to represent relatively accurate assessments.
Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr	10. Effective tools in place to provide improved access to information on local biodiversity values for community stakeholder groups promoting understanding and support (e.g. via establishment of visitor centers; etc.)	Putorana Reserve: Nature Museum and an ecology education center exist; Great Arctic Reserve: children's expedition "School of Polar Ecology"; exhibition "Man and nature"; pre-school environmental education program "Live	Establishment of visit centers for PAs supported. Exhibition based on Putoransky zapovednik's nature museum promoted. Exhibition/show on traditional values and livelihoods developed and convened among centers of indigenous people, as well as large urban centers organized.	In addition to the tools already in place and reported previously, the project finalized work on collection of traditional environmental knowledge of Dolgans and Nganasans. The results were published in a book called 'Traditional ecological knowledge of indigenous peoples of the Taimyr Peninsula" which was widely distributed among regional administration, municipal area decision-makers, hunters, fishermen. An interactive map showing indigenous people approaches to sustainable use of resources was created. These materials were dispatched to the Ministry of Natural Resources of the Krasnoyarsk Krai.	Target achieved. Concur with self-assessment. This is a qualitative indicator and target, but it is clear that there is significant local media interest and coverage of the project. Two local television news stations documented the terminal evaluation mission visit to Norilsk.

Description	Description of Indicator	Baseline Level	Target Level at End of Project	Level at June 30, 2012	Terminal Evaluation Assessment
		Arctic." Taimyr Reserve: two museums; visitor center; brochure publications	General awareness activities like TV spots, brochures, calendars, flyers, newspaper articles performed. Publications on Taimyr landscape & biodiversity values issued.		
	11. Number of children "graduated" from training course with certificate	0	25	637 Workshops for teachers were held in the town of Dudinka (50 teachers and school principles and 20 - students from teachers college - 1/4 of 70 represent indigenous population). Textbooks and study guides for three age groups of schoolchildren were introduced and approved as a part of educational curriculum. Textbooks were mainstreamed into educational program in 2011-2012 school year for 3rd grade (315 students, 15 teachers) and 8th grade (322 student, 13 teachers).	Target achieved. Concur with self-assessment. It is not possible to assess specifically what percentage of the school-age children population in the municipal district this represents, but the project has clearly had a significant influence on the environmental education program and curriculum for the region. This is expected to lead to increased positive environmental outcomes directly through actions of the local population, and for increased public support for environmental conservation in the region.
	12. Number of hunters aware about sustainable hunting practices and bird influenza implications	1000	6000	7000 Repeated appeals to the hunters, as well as workshops and information distribution facilitated adoption of the new law on hunting, which dramatically reduces poaching activity.	Target achieved. Concur with self-assessment. The project directly engaged the hunting community through the union of hunters, during discussions on the proposal for the amendments to the federal law on hunting. The union of hunters was proactively engaged in developing amendments for the legislation. The rationale for the target value is not clear, but according to the project team, the number reached represents approximately half of the hunting population in the region.
	13. Number of government agencies using the guidelines developed by the project to promote biodiversity conservation values in policy development and implementation	0	Municipalities Land use agencies Businesses Agriculture Mining Hunting and fishing control authorities	3. 1) Ministry of Natural Resources of the Krasnoyarsk Krai: drafting bills on establishing two nature refuges. Project's materials were used to define new quotas on game animals. 2) Ministry of Natural Resources and Environment of the Russian Federation: new federal law banning hunting deer at water crossings. 3) Administration of Taimyr Municipal Area: Regional Land Use Planning Scheme.	Target achieved. Concur with self-assessment. The project has successfully engaged the three main levels of government and relevant agencies related to natural resource management in the Taimyr Peninsula. The project had also endeavored to engage the private sector, which was not as successful.

C. Remaining Barriers to Landscape Scale Conservation on the Taimyr Peninsula

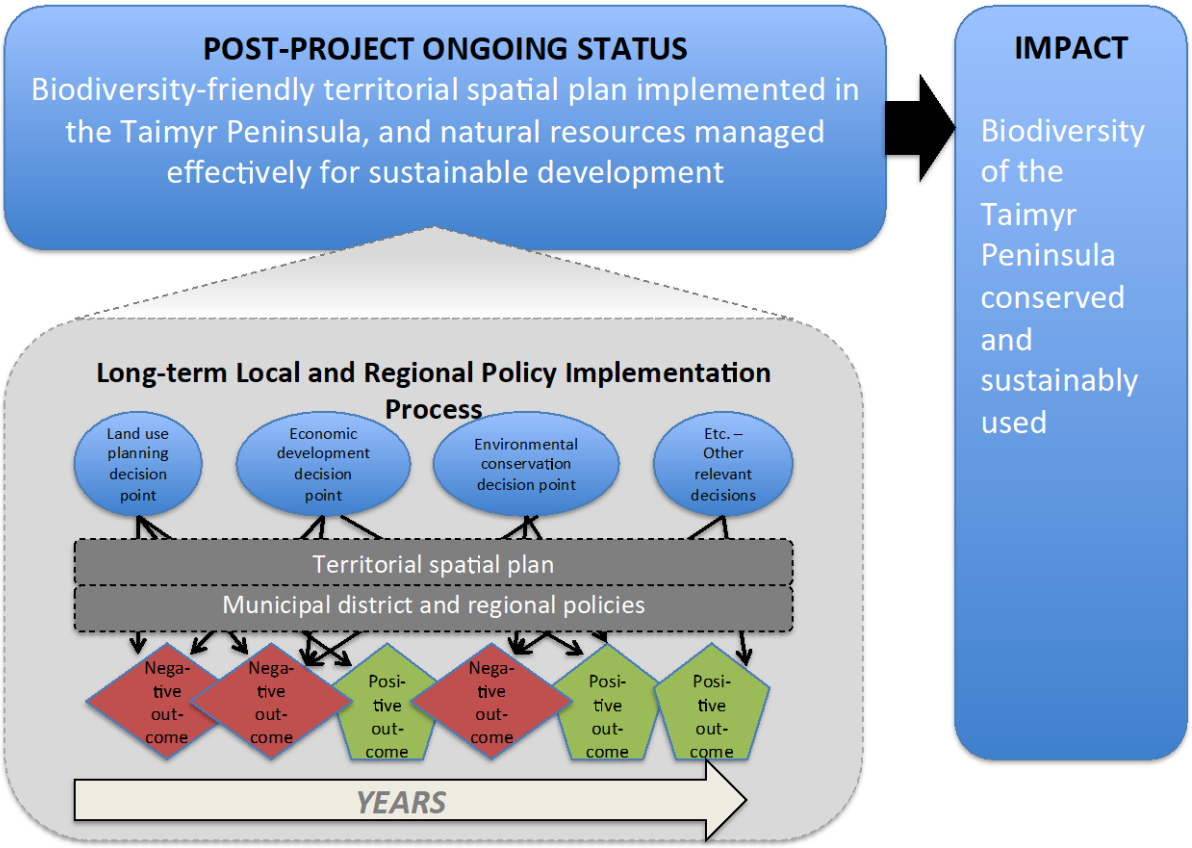
123. The primary challenge for effective management of biodiversity resources across the Taimyr Peninsula is in securing adequate environmental monitoring data on which to base management decisions. The most notable of these is the status of the reindeer population, for which there is supposed to be an official census (typically by aerial count) done every three years. The project was successful in convincing authorities to provide funding to undertake a census in 2009 (for the first time in 11 years), but the next census isn't planned until 2013 or 2014, and the likelihood of funds materializing to actually undertake the census at this time is considered low by multiple stakeholders. With a reindeer population of 700,000 – 1,000,000 animals ranging across more than 15,000,000 ha, there are multiple challenges in carrying out the census. Beyond the basic funding issue, another problem is that there are apparently few (if any) airplanes remaining in the Russian arctic that are suited to carry out such an exercise, which requires flying at low speeds. In addition, the Russian government's old network of fuel depots across the arctic is no longer maintained, which limits the distance an aircraft can travel from its home base in a given period of time. Travel by helicopter in the region is available, but at the prohibitive cost of approximately $5,000 USD/hour.

124. From the government's perspective the reindeer herd is the most important biological resource in the region because of their economic (not to mention ecological) value, but data is required for many other components of the ecosystem as well, especially bird populations (multiple goose species also are of important economic value). If the regional government is hard-pressed to come up with money for monitoring the reindeer population, it is highly unlikely that resources would be available for more comprehensive biological monitoring.

125. Communication and planning between the public and private sector also appears to be an issue, which is critical in this region potentially rich with fossil fuel and mineral resources. According to local government stakeholders, private sector companies do not share details of their development plans.

126. The project succeeding in getting spatial planners to include the available biodiversity data in the baseline spatial planning documents that will serve as the basis for future resource and management decisions in the Taimyr region in coming years. Figure 2 below represents the decision-making process over time leading to positive environmental outcomes, and biodiversity impacts. The necessary biodiversity and ecosystem data has been incorporated in the spatial plan to support decision-making leading to positive environmental outcomes, but it is still necessary to ensure that decision-making over time does appropriately balance environmental considerations and ensure sustainable development. The recommendations and action plan from the project's key output, the Program and Action Plan for conservation of biodiversity in Taimyr (the PAP) will need to be implemented by relevant stakeholders. In the coming years it is expected that the natural resources in Taimyr will be further developed, and decision-making related to natural gas, oil, and mineral resources development can be primarily driven by the international market prices for these resources.

Figure 5 Decision-making Process Over Time for Sustainable Development



VI. Key GEF Performance Parameters

A. Stakeholder Participation

127. Stakeholder involvement has been one of the strengths of the project, particularly during implementation. Table 7 below includes a list of the main stakeholder entities, though this list is not comprehensive. According to project documentation, during the development phase PDF-A resources were used to support stakeholder consultations as an input to the project design and development. According to the project document, consultations were held with groups of civil servants at local, regional and federal levels, academic institutions, public institutions, research institutions, NGOs, local resource users, and the private sector (mining). More than 40 interviews and discussions were held, and six project design workshops were held (four in Moscow, two in Taimyr), with the first being in February 2000 in Moscow.

128. During implementation the project's efforts to reach out to and constructively engage all stakeholders sets a good practice example for all GEF projects, particularly with respect to the engagement of indigenous communities. In addition, the fact that the project was granted permission for the terminal evaluation evaluator to visit Norilsk was an anecdotal representation of the project's good stakeholder engagement, as the city has restricted access based on the fact that the mining resources in Taimyr are considered national security assets for Russia. The involvement of different stakeholder groups is briefly summarized below.

Table 7 Taimyr Project Stakeholders

Type	**Stakeholder Entity**
Government	Taimyr Dolgan-Nenets Municipal District
	Krasnoyarsk Krai Ministry for Environment and Forests
	Protected Areas of Putorana Plateau, Great Arctic Reserve, and Taimyr Reserve
	Federal Ministry of Natural Resources and Environment
	Department for Conservation and Development of Game Resources (Ministry of Agriculture)
Research and Academia	Moscow State University (Geographical Department)
	Far Arctic Agriculture Research Institute
	Institute for Ecology and Evolution of Russian Academy of Sciences
Private Sector	Extraction Companies (Norilsk Nickel, Norilsk Gazprom and Shell Oil)
	Local small business focusing on environmental practices
Indigenous Groups and NGOs	Association of Indigenous Minorities of Taimyr
	Taimyr Branch of the Russian Association of Indigenous Peoples of the North (RAIPON)
	Indigenous groups
Local Community	Local and regional communities
	Professional communities and associations (teachers, scientists)

129. *Indigenous Communities* – As highlighted throughout this report, the project involved indigenous communities in development of the management schemes for conservation and sustainable use of biodiversity in Taimyr, in relation to the establishment of protected areas, and with respect to subsistence use. The project supported publication of a book on indigenous communities' historical sustainable use practices. The communities primarily engaged were the Dolgan and Nganasan, which are among the more numerous of indigenous peoples in Taimyr, though there are five total groups. The project worked directly with the NGO "*Resource and Legal Support Center for Aboriginal Nations of the Krasnoyarsk Region*."

130. *Local Government (Taimyr Dolgan-Nenets Municipal District)* – Strong engagement with the municipal district administration, including the head authorities, environmental conservation department, and education department.

131. *Regional Government (Krasnoyarsk Krai Ministry of Natural Resources and Forests)* – As necessary following the integration of Taimyr Autonomous Okrug into Krasnoyarsk Krai, the project engaged the necessary regional stakeholders initially to build support for the project, and then for additional support for project activities, such as obtaining financing for the aerial reindeer survey.

132. *Federal Government (MNRE, PA administrations)* – Good working relationship with and support from RF MNRE. Excellent working relationship with the protected area administrations of Taimyr, including Putoransky Zapovednik, Great Arctic Reserve, and Taimyr Zapovednik. As the project did not have designated organizational representation in Taimyr, the Putorana Plateau protected area administration informally became a kind of project representative in the

region. The project also engaged the Federal Service for Supervision of Usage of Natural Resources.

133. *Private Sector* – This was one area of shortcoming, not due to lack of effort: The project was never able to successfully engage Norilsk Nickel (or other private sector actors in Taimyr) in a direct partnership for project support, despite the co-financing letter singed by Norilsk Nickel. Nonetheless the project did receive indirect support, as indicated in the previous section on co-financing.

134. *Community representatives* – The project worked directly with hunting societies on issues related to hunting and sustainable use of resources.

135. *Research Institutes* – Various research institutes were engaged in project activities, including the arctic research instate based in Taimyr. In addition, the project presents an excellent example of successful engagement for mainstreaming, through the establishment of a good working relationship with the Institute of Urbanistics, which is the federal body tasked with spatial planning.

B. Sustainability

136. While a sustainability rating is provided here as required, sustainability is a temporal and dynamic state that is influenced by a broad range of constantly shifting factors. It should be kept in mind that the important aspect of sustainability of GEF projects is the sustainability of results, not necessarily the sustainability of activities that produced results. In the context of GEF projects there is no clearly defined timeframe for which results should be sustained, although it is implied that they should be sustained indefinitely. When evaluating sustainability, the greater the time horizon, the lower the degree of certainty possible.

137. Based on GEF evaluation policies and procedures, the overall rating for sustainability cannot be higher than the lowest rating for any of the individual components. Therefore the overall **sustainability** rating for the Russia Taimyr project for this terminal evaluation is ***moderately likely*****.**

i. Financial Risks to Sustainability

138. Many of the project results do not require additional financial support to be sustained, such as the capacity development efforts, environmental education and awareness, and policy and territorial planning. Sustainability in this regard is considered moderately likely. Improved management of the protected areas and other initiatives necessary for conservation of biodiversity across the landscape will require additional resources over time. There is a need for increased financial resources for monitoring biodiversity, to collect the data required for implementation of the territorial plan in a biodiversity friendly manner.

ii. Sociopolitical Risks to Sustainability

139. There are no major risks related to sociopolitical aspects of sustainability, and the rating on this criterion is likely. The project established good working relationships with and support from indigenous communities, protected area administrations (the three zapovedniks), and local and regional government. Long-term biodiversity conservation across the Taimyr

Peninsula requires buy-in and ownership by the range of concerned regional stakeholders for implementation of the territorial plan in an environmentally conscious manner.

iii. Institutional Framework and Governance Risks to Sustainability

140. The new administrative and policy framework between Krasnoyarsk Krai and Taimyr Dolgan-Nenets Municipal District is becoming clear, and the policy context for the regional planning approach is also clear. Though it took time for the project to establish positive working relationships at the municipal and regional administrative levels, the project's work for strengthening various aspects of biodiversity conservation is now on a positive track, and sustainability on this criterion is considered likely. Perhaps the most significant long-term governance risk relates to the ability of the regional stakeholders concerned with biodiversity conservation and sustainable use (e.g. PA administrations, responsible local government divisions, indigenous communities) to resist government and economic pressures for more widespread natural resource exploitation (oil, natural gas, minerals) in areas that have been designated as important for biodiversity. The project's successful contribution to establishment of a regional network of PAs will also be positive in this regard.

iv. Environmental Risks to Sustainability

141. Potential environmental threats remain, although the project has made progress against multiple threats, and sustainability in this regard is considered moderately likely. Even though the regional land use plan will be completed shortly, this only provides a framework for future economic activities, and the specific nature of potential oil and gas development in the future are unknown. Climate change is also a significant threat to this sensitive arctic zone, as anecdotal information from indigenous groups indicates that fish are found deeper in rivers, and mosquitos and other insect parasites are arriving earlier in the summer, creating disruptions in reindeer migration timing. Other threats such as illegal or unsustainable hunting (poaching) have not been completely eliminated, and the situation would further benefit from improved data on the status and trends of key biodiversity resources, particularly fish, reindeer, and migratory waterbirds. Water pollution from mining operations remains a significant issue in the region affecting fish and related species.

C. Catalytic Role: Replication and Scaling-up

142. There are multiple ways that the project is having a catalytic influence, in the region and beyond. To start, the project's input to the territorial plan for the entire municipal district, made possible by establishing a good working relationship with the Institute for Urbanistics, has the potential to influence biodiversity conservation for the entire region. Also, the project's work on environmental education will naturally have a positive catalytic influence on the environmental awareness of the local population in the coming years. One small scale replication effect was that the project supported training for airport and seaport authorities on enforcement of Russia's CITES obligations has been internally replicated by the authorities on their own.

143. The project had three other specific results that may lead to much larger replication. First, the project supported creation of a management model of a regional zakaznik (which does not have its own administration) being supported and managed by the administration of a

nearby zapovednik (in the case of the Taimyr project, linking Purinsky Zakaznik with Putorana Zapovednik), which is a practice now more widely applied by the MNRE throughout Russia. Second, along similar lines, the project's approach of development protected area regulations through conducting public hearings to gather input, and incorporating the needs and rights of indigenous communities was successful in Taimyr (see Box 1 in previous Section V.A.ii on Outcome 2), and it is expected that the regional (Krasnoyarsk Krai) government will incorporate this model in the development of future protected areas that overlap or border with indigenous territories, of which there are some currently in planning. Third, the project supported an amendment to the federal hunting legislation to limit hunting of vulnerable species during river crossings. This amendment was developed in the specific context of Taimyr to address reindeer migrations across rivers, but will have validity for reindeer populations in other regions of Russia, as well as potential significance for other species as well.

144. It was also stated that the MNRE would report the project results at the next biennial meeting of the Conservation of Arctic Flora and Fauna sub-group of the Arctic Council, in February 2013 in Yakutsk, Russia.

D. Project Monitoring, Reporting, and Evaluation

145. The Russia Taimyr project document includes a full description of the project M&E plan and activities, and includes the summarized budgeted M&E plan, as per the standard UNDP approach. The summary table includes the planned M&E activities, responsible parties, budget, and expected timeframe. The M&E plan conforms to standard UNDP and GEF M&E procedures, standards and norms. Foreseen M&E activities include the inception workshop and report, APR/PIR, PSC meetings, mid-term external evaluation, final external evaluation, terminal report, lessons learned, audit, and visits to field sites. The total indicative M&E budget is given as $120,000 – excluding project team staff time - which is relatively high (more than 12% of GEF resources) for a project of this size, although $40,000 of this was budgeted for the external mid-term evaluation, which was actually conducted as an internal exercise, likely resulting in significant cost savings.

146. Overall, the M&E plan was implemented as envisioned, although this evaluation was not able to independently verify some aspects, such as the frequency of meetings of the PSC, and its role, as PSC meeting minutes were not available for this review. Given the change in circumstances in relation to the administrative integration of Taimyr Autonomous Okrug into Krasnoyarsk Krai, the inception workshop and associated project restructuring activities clearly played a critical role in re-setting the project onto the right foot, as previously discussed in Section IV.B.v on adaptive management. The M&E plan called for an external mid-term evaluation (though this may have been an oversight due to use of a standardized UNDP project development template), and in fact an internal mid-term review was conducted in September 2009. The mid-term review conducted was useful, and provided supportive recommendations for adaptive management and a results-based approach. The M&E plan calls for yearly audits, and it was not possible to verify that annual audits were indeed conducted, as only the audit report for 2008 was available for this review, though annual audits are the standard practice for all projects implemented by the UNDP Russia Project Support Office.

147. The key element of the project M&E system for a results-based approach is the project logframe, with indicators, baseline data, and targets. To meet GEF and UNDP M&E minimum standard, project logframe indicators must meet SMART criteria[12]. The original Russia Taimyr project logframe was not fully and adequately developed, and the logframe did not include baseline and target information for the indicators identified. The M&E plan stated that "the full suite of indicators will be finalized within the first six months of the project." Significant adjustments and revisions were made to the project logframe at the inception phase, partially to strengthen the initially planned indicators, and partially to more appropriately reflect the restructured project activities.

148. The revised logframe indicators and targets still do not fully meet SMART criteria, though on the whole the results framework as revised during the inception phase is reasonably sound. The logframe employs a limited number of indicators per project component, and uses a number of widely recognized tools for assessing project results, such as the Management Effectiveness Tracking Tool and Threat Reduction Analysis. The results focus of some indicators and targets could be strengthened, as some indicators are primarily at the output level (e.g. target of 3 amended legal acts, bylaws, regulatory documents; number of children 'graduated' from training course). The logframe includes a number of impact level indicators, which is an important element for assessing long-term results, though as mentioned in Section V.B assessing results by logframe indicators, it is not expected that the project would be able to demonstrate impact level results by the end of the project.

149. While the GEF SO-1 Tracking Tool, the METT, was applied in the project logframe as an indicator (with METT scores assessed for the three original federal protected areas), the project also applied the GEF SO-2 Tracking Tool, as the project was technically a "mainstreaming" project. The SO-2 Tracking Tool final project score as calculated for the 2012 PIR was 29.

E. Project Impacts and Global Environmental Benefits

150. For the GEF biodiversity focal area project impacts are defined as documented changes in environmental status of species, ecosystems or genetic biodiversity resources. Global Environmental Benefits in the biodiversity focal area have not been explicitly defined, but are generally considered to involve sustained impact level results of a certain scale or significance. In the Incremental Cost Matrix of the Taimyr project, global benefits are identified as "Collaborative management and conservation ensures sustainable conservation of biodiversity and sustainable use of natural resources."

151. The project revised logframe did include a number of impact level indicators (see Section V.B above), but there is not adequate monitoring data to assess the project impact targets, and in any case, it is extremely difficult for GEF projects to demonstrate significant impact level results by the end of the project, as ecosystems and species populations can take a significant amount of time to measurably respond to conservation measures. Further, as the M&E plan for the Taimyr project states, "The region where the project is working is too large

[12] The GEF Evaluation Office defines SMART indicators as those that are: Specific, Measureable, Achievable and Attributable, Relevant and Realistic, Timebound, Timely, Trackable and Targeted. See http://www.gefcountrysupport.org/report_detail.cfm?projectId=232 for additional information.

and too inaccessible for any modestly sized project to be able to measure reliably changes in species condition across the landscape."

152. Documented threat reduction can also be considered an impact level result. The project logframe did also include the Threat Reduction Assessment, and documented a positive trend in this indicator, moving from a score of 18 to 10, a change mainly associated with strengthening and expanding the protected area system in Taimyr, particularly the establishment of the protected areas covering key Red-breasted goose nesting habitat, and reindeer migration zones. The changes in the hunting laws previously discussed should also contribute to a reduction in the poaching threat over time.

153. Ultimately the project's impact will need to be assessed years in the future to appropriately consider how the conservation measures implemented across the Taimyr landscape are adequately supporting biodiversity conservation.

VII. Main Lessons Learned and Recommendations

A. Lessons from the Experience of the Russia Taimyr Project

154. Below are lessons considered by the evaluation team to be some of the more significant lessons drawn from the project experience, but should not necessarily be considered comprehensive. The project team and stakeholders should continue analyzing and drawing on the project experience to identify additional or more comprehensive lessons, and support dissemination of these lessons through documentation in knowledge products.

155. ***Lesson 1:*** In some situations an extended implementation period can allow generation and catalyzation of significant results, even with a relatively small financial investment. In the case of the Taimyr project, due to the changes in the contextual circumstances (the government administrative restructuring) project implementation extended from a planned four years to six and a half years. At the same time, this low but constant presence in the region over an extended period of time allowed the project to make critical contributions to a variety of initiatives and achieve results that would not have been possible in a much shorter implementation period. For example, the project was able to contribute to the creation of multiple protected areas, and see these protected areas actually established. In addition, the project catalyzed changes in legislation relevant to the management of environmental resources (e.g. banning of hunting at reindeer river crossings), a level of result generally considered highly ambitious for projects with a shorter implementation period. The GEF has recognized the importance of a sustained engagement in beneficiary countries by developing and supporting programmatic approaches in certain areas. The experience of the Taimyr project implies that even within a single project, there is significant value in an extended engagement in a particular region, even at the MSP level of investment.

156. ***Lesson 2:*** Spatial data analysis and the presentation of such data in a format for general consumption is a highly valuable tool for decision makers, as well as environmental managers. In the Taimyr project the head of the Taimyr Municipal District administration specifically requested the project to provide environmental data in a spatial analysis format to assist with decision-making related to economic development. In addition, spatial environmental data analysis can support civil society in successfully advocating for appropriate decision-making in environmental management decisions. The usefulness of data in this format echoes the

experience seen in some other GEF projects, such as the Bulgaria Grasslands project (GEF ID 2730) (where spatial data was relied on to avoid quarry development in critical flora areas), and the Romania Macin Mountains project (GEF ID 1034) (where spatial data was applied to maximize wind energy development buffer zones for raptor nests).

157. ***Lesson 3:*** One lesson that can be drawn from the management experience of the Taimyr project is that depending on the background and comparative advantage of the project manager's skills, it is helpful for them to have the necessary administrative, financial management, and communications support to allow them to focus on the technical and substantive management requirements of their job. In the Taimyr project this was not always the case, partially due to resource constraints of the management budget, and some aspects of project did not run as smoothly as if there had been dedicated administrative support for the project.

158. ***Lesson 4:*** An interesting lesson under the Taimyr project relates to its classification under the GEF strategic priorities. Most GEF biodiversity projects are developed as either SO-1 projects focusing on protected areas, OR SO-2 projects focusing on mainstreaming. However, the context of the Taimyr project incorporated both strategic approaches effectively. This was partially due to the fact that the area targeted was quite large, and a multi-layered protection strategy was appropriate, involving multiple protected areas with differing levels of protection, and also identifying biodiversity resources that are outside the boundaries of protected areas. This approach is also important for migratory species that travel over large areas, such as the Taimyr reindeer; a similar approach can be found in the Kazakhstan Steppe Biodiversity Conservation project (GEF ID #3293). While both "protected areas" and "mainstreaming" are both valuable strategies for biodiversity conservation, these approaches are not mutually exclusive, and may need to be jointly incorporated within a single project.

B. Recommendations

159. The recommendations from this terminal evaluation are provided below, with the targeted audiences included in brackets after each recommendation. Although the project is ending, there is still scope for recommendations to be followed-up by the project partners, particularly the advocates for biodiversity conservation in Taimyr, such as the protected area administrations and environmental educators. Some additional "suggestions", below the level of recommendations, are also included for further ideas for follow-up on the Taimyr project.

160. ***Recommendation 1:*** Stakeholders should continue actively following the finalization process of the regional development plan, and provide input to strengthen the environmental considerations wherever possible. *[Biodiversity conservation advocates in Taimyr: protected area administrations, Taimyr Dolgan-Nenets Municipal District authorities, environmental conservation departments at regional and federal levels]*

161. ***Recommendation 2:*** There is a great opportunity to build on the GIS work undertaken by the project to make this tool even more powerful by linking it with publicly available resources such as Google Earth. This additional step was not possible with the resources available under the project, but should any further related initiatives be supported in the region, this would be a valuable next edition of this resource. [*Taimyr Dolgan-Nenets Municipal*

District authorities; Any additional donors supporting environmental conservation in the Taimyr region]

162. ***Recommendation 3:*** The Taimyr project had a number of successful examples of establishing positive collaborative relationships with local indigenous populations with respect to biodiversity conservation and management. The project team and stakeholders should produce a short case study highlighting the good practices and lessons that were drawn from this work, and that allowed this collaboration to be a successful part of this project. This type of case study is greatly needed for positive examples throughout the GEF portfolio. *[PMU, UNDP]*

163. ***Suggestion:*** Develop teaching tools from the publication on traditional indigenous knowledge. [*Taimyr Dolgan-Nenets Municipal District education authorities; indigenous group partners]*

164. ***Suggestion:*** Develop approaches to study and address climate change adaptation in this region that is highly affected by climate change. There are prime opportunities for additional work to assess the potential impacts of climate change on biodiversity in the arctic, and on traditional livelihoods of indigenous populations, based on their reliance on biodiversity resources, and to develop adaptive solutions to these issues. [*UNDP, MNRE Taimyr Dolgan-Nenets Municipal District authorities]*

165. ***Suggestion:*** Protected areas in the Taimyr Dolgan-Nenets Municipal District might benefit from establishment of an organizational network supporting the needs of protected areas throughout the region, allowing them to pool resources, training opportunities for improving management, and share data. *[MNRE, Taimyr protected area administrations]*

C. Russia Taimyr Project Terminal Evaluation Ratings

Criteria	Rating	Qualitative Summary
Project Formulation		
Relevance	*R*	*The Taimyr project is relevant to the biodiversity conservation threats and barriers in the region, and corresponds to local and regional stakeholder needs and priorities. The project also supports Russia's national biodiversity conservation strategies and policies, implementation of the CBD, and contributes to GEF biodiversity strategic priorities.*
Conceptualization / design	MU	The project design had to be twisted multiple times to fit changing GEF strategies and priorities, which resulted in a lack of clarity and focus articulated in the project document, although the primary biodiversity conservation objective was well-understood by regional stakeholders. As an MSP with a sharpened focus the project may have benefited from being designed primarily as a protected area project, although without precluding the project's mainstreaming efforts as this has produced some of the most important results.
Project development process	MU	The project development and approval process was slow and poorly focused – much beyond the average for this period of GEF history. The extended timeframe required the above-mentioned adjustments to conform to evolving GEF strategies and priorities, which did not serve the project well.
Country-drivenness	S	The project concept originated with national stakeholders, and was developed with the support of local government authorities.
Stakeholder involvement in design	MS	The project concept originated with local and national stakeholders, but the project design process did not adequately incorporate the input of stakeholders in developing the planned activities and outputs.

Criteria	Rating	Qualitative Summary
IA & EA Execution		
Quality of UNDP Implementation	*S*	*Starting with the project inception phase UNDP provided strategic focus to simplify and clarify the project's strategy, and provided a supportive foundation for the adaptive approach required by the project to meet changing circumstances.*
Quality of Execution – Executing Agency	*S*	*Project management worked well, with the limitation of not being able to find a project manager to be based in Norilsk, but this ended up not being a major problem. There were also some chronic issues with project reporting.*
Overall Quality of Implementation / Execution (Efficiency)	*MS*	*The project (eventually) delivered significant results for the amount of resources invested. At the same time, the delivery rate for the project was far below what was planned.*
Use of the logical framework	S	Once the project logframe was revised at the inception phase it was used as a guiding tool supporting the implementation focus.
Financial planning and management	MS	The required adaptive approach of the project and changes in the context created a need for results-based financial planning, and the project team and UNDP adequately addressed this issue throughout implementation. However, the project delivery rate was significantly lower than planned, mostly due to circumstances beyond the project's control.
Adaptive management	HS	Critical elements of the project context and assumptions changed when the Taimyr Autonomous Okrug was integrated into Krasnoyarsk Kray regional administration following project approval, but the project was able to adapt to these circumstances and take advantage of corresponding opportunities along the way.
Use and establishment of information technologies	S	The GIS developed by the project is an important tool; the project did not deploy other information technologies in any fundamental way (e.g. a comprehensive project website, etc.) though this was partly due to the technological limitations of the Taimyr region, which limit the relevance of such tools.
Operational relationships between the institutions involved	S	Overall, operational relationships between the institutions involved appear to have worked well.
Technical capacities	S	The technical capacity in the Taimyr region related to biodiversity conservation is limited, but the project leveraged the best available resources, and contracted support from outside the region as necessary.
Monitoring and Evaluation		
M&E Design at Entry	*MU*	*The project logframe could have been better developed to support a results-based focus for the project, and to better capture the key project results.*
M&E Plan Implementation	*S*	*Some activities were not carried out exactly according to the M&E plan, but overall there were no significant issues, and the M&E activities supported a results-based implementation of the project.*
Overall Quality of M&E	*S*	*The inception phase revision of the project logframe was a useful step, and provided the necessary tool for supporting a results-based approach before the project really got started. This was key to an overall satisfactory quality of M&E for the project.*
Stakeholder Participation		
Production and dissemination of	HS	The project supported production of highly useful printed materials, including important books that addressed key issues for the first time in the region,

Criteria	Rating	Qualitative Summary
information		particularly on indigenous knowledge.
Local resource users and civil society participation	HS	Activities and consultations involved indigenous communities, hunters, local government officials, protected area management and staff
Establishment of partnerships	S	Good partnerships with government authorities, especially the protected areas administrations and regional education department. Developing a relationship with the Urban Institute, the organization responsible for developing regional land use plans, was also critical. There was however no success in establishing a partnership with the private mining firm NorNickel, despite best efforts.
Involvement and support of governmental institutions	S	Involvement of key government institutions appears to have been good, at least once the administrative restructuring was fully worked out. It is also important to keep in mind that the government authorities are operating in a highly resource constrained environment, and thus can't provide resources for everything the project would like to have supported, such as annual or even tri-annual aerial census of reindeer.
Assessment of Outcomes		
Outcome 1: Strengthen existing policies and broaden sectoral institutions to incorporate biodiversity conservation and sustainable use objectives	S	The project's contribution to the regional development planning process is important for an overall biodiversity mainstreaming approach across the Taimyr landscape. The manner in which this plan is implemented through the economic development process over the coming years will determine the actual biodiversity benefits achieved.
Outcome 2: Landscape scale Biodiversity Conservation Program for Central Taymir Operationalized	HS	Impressive results were achieved under Outcome 2, including establishment of multiple protected areas.
Outcome 3: Information sharing, preservation of indigenous peoples' knowledge and awareness raising to build constituencies for conservation in the Taimyr	HS	The education materials and publications on indigenous knowledge were impressive and valuable contributions for long-term biodiversity conservation in Taimyr.
Overall Project Outcome Rating (Effectiveness)	*HS*	*For a project of this size, a number of important results were produced, including the establishment of new protected areas, strengthening management capacity of protected areas, and the input of key biodiversity and ecological information to the regional planning process to promote biodiversity mainstreaming. The project also contributed to changes in hunting policies and legislation that will significantly benefit biodiversity. The project activities supporting environmental education and awareness were also a highlight.*
Objective: Stakeholders will	S	The project has made an impressive initial contribution to the promotion of biodiversity conservation in the Taimyr region through the GIS, expanded

Criteria	Rating	Qualitative Summary
devise innovative and adaptive practices to mitigate and prevent threats to biological diversity by applying new partnerships, conservation tools, information, and sustainable livelihoods to conserve biological diversity		biodiversity data, educational materials, and increased capacity of the protected areas. An ongoing implemented comprehensive effective approach to the conservation and sustainable use of biodiversity in the Taimyr region remains a long-term goal.
Sustainability		
Financial Resources	*ML*	*No specific follow-up or catalytic activities planned, though this is not required for basic maintenance of the project results. Improved management of the protected areas and other initiatives necessary for conservation of biodiversity across the landscape will require additional resources over time.*
Socio-political	*L*	*Very good working relationship with and support from indigenous communities, protected area administrations, local and regional government, with the necessary level of stakeholder ownership developed to carry key project results forward.*
Institutional Framework and Governance	*L*	*The new administrative and policy framework between Krasnoyarsk Krai and Taimyr Dolgan-Nenets Municipal District is becoming clear, and the policy context for the regional planning approach is also clear.*
Environmental	*ML*	*Potential environmental threats remain, although the project has made progress against multiple threats. Even though the regional land use plan will be completed shortly, this only provides a framework for future economic activities, and the specific nature of potential oil and gas development in the future are unknown. Climate change is also a significant threat to this sensitive arctic zone. Other threats such as illegal or unsustainable hunting have not been completely eliminated, and the situation would further benefit from improved data on the status and trends of key biodiversity resources, particularly fish, reindeer, and migratory waterbirds.*
Overall Likelihood of Sustainability	*ML*	The overall sustainability rating cannot be higher than the lowest rating from the four criteria above.
Progress Toward Impact		
Environmental Status Improvement	*U/A*	*Monitoring data is not available. Measuring the project's actual biodiversity impacts would be difficult as it would require assessing avoided negative impacts.*
Environmental Stress Reduction	*M*	*By the end of the project, the key impact produced is the reduced threat of unsustainable and illegal hunting practices through the strengthening of protected area management, the establishment of the protected area at a key nesting habitat for the red breasted goose, and the promulgation of the law against hunting reindeer at water crossings. The project applied the Threat Reduction Assessment as an indicator, which showed a positive trend from a baseline of 18 to a score of 10 at project completion, with the decrease mainly associated with the strengthening and expansion of protected areas.*
Progress Towards Stress/Status Change	*S*	*The project's work should also contribute to additional larger-scale long-term impacts over time due to the mainstreaming activities. But again, measuring the project's contribution over such a large and dynamic system would be extremely difficult.*

Criteria	Rating	Qualitative Summary
Progress Toward Overall Project Results	*S*	*Despite some challenging circumstances, the project managed to produced a number of impressive results.*

VIII. Annexes

Annex 1: Evaluation Terms of Reference

Annex 2: GEF Operational Principles

Annex 3: Evaluation Matrix

Annex 4: Interview Guide

Annex 5: Final GEF SO-2 Tracking Tool

Annex 6: Evaluation Itinerary and List of Persons Interviewed

Annex 1: Terminal Evaluation Terms of Reference

Note: For space considerations the annexes of the TORs have not been included.

Terms of Reference
for the terminal evaluation of the UNDP/GEF Project 00048248
"Conservation And Sustainable Use of Biological Diversity in Russia's Taimyr Peninsula: maintaining connectivity across landscape"

I. INTRODUCTION

UNDP/GEF Monitoring and Evaluation (M&E) policy

The Monitoring and Evaluation (M&E) policy at the project level in UNDP/GEF has four objectives: i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iii) to document, provide feedback on, and disseminate lessons learned. A mix of tools is used to ensure effective project M&E. These might be applied continuously throughout the lifetime of the project – e.g. periodic monitoring of indicators -, or as specific time-bound exercises such as mid-term reviews, audit reports and final evaluations.

In accordance with UNDP/GEF M&E policies and procedures, all regular and medium-sized projects supported by the GEF should undergo a final evaluation upon completion of implementation. Final evaluations are intended to assess the relevance, performance and success of the project. It looks at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. It will also identify/document lessons learned and make recommendations that might improve design and implementation of other UNDP/GEF projects.

This evaluation is to be undertaken taking into consideration the GEF Monitoring and Evaluation policy (http://gefeo.org/gefevaluation.aspx?id=140) and the UNDP/GEF Monitoring and Evaluation Policy (http://www.undp.org/gef/monitoring/index.html).

Project objectives

The UNDP/GEF Taimyr Biodiversity medium-sized project is focused on the Russia's Taimyr Peninsula, which is located in the northern-most part of mainland Eurasia and represents Asia's largest continuous tundra landscape. The area is threatened by encroaching development and faces environmental management constraints; the UNDP/GEF Project intervention was required to promote conservation and sustainable use of the globally significant biodiversity across the tundra landscape that makes up the Central Taimyr Landscape Corridor (CTLC). The area has been chosen because of its importance for the migration of reindeer, and because it covers the main pastures for muskoxen herds and important coastal and inland bird nesting grounds. As such, the project covers an enormous territory aiming at improved conservation management into 15,000,000 ha (the end-of project target) from the baseline of 6,670,000 ha. This is an overwhelming task, complicated by the inaccessibility and remoteness of the area on one hand and on the other hand by the difficulties to find qualified personnel to engage in the various activities of the project.

Project location: Taimyr Peninsula: Taimyr Municipal District within the Krasnoyarsk Krai, Russia

The project is executed by the Ministry of Natural Resources and Environment of the Russian Federation (MNRE). The overall management of the project is the responsibility of Project Manager, who is a full time employee of the project, stationed in Moscow.

As a medium-sized project, it has undergone the internal (UNDP/GEF) mid-term performance review (MTR) in 2009. Mid-term review report will be made available for the Evaluator selected for this assignment.

II. OBJECTIVES OF THE EVALUATION

This Final Evaluation is initiated by the UNDP Russia as the GEF Implementing Agency for this project and it aims to provide managers (at the Project Management level, UNDP Russia Country Office and UNDP/GEF levels) with a comprehensive overall assessment of the project and an opportunity to critically assess administrative and technical strategies, issues and constrains associated with large international and multi-partner initiatives. The evaluation will also collate and analyze lessons learn and best practices obtained during the period of the project implementation that can be further taken into consideration during development and implementation of other GEF projects in Russia and elsewhere in the world.

The purpose of the Evaluation is:

- To assess overall performance against the Project objectives as set out in Project Document and other related documents (Inception report, METT, PIR, MTR – how recommendations of mid-term evaluation were implemented)
- To assess the effectiveness and efficiency of the Project
- To critically analyze the implementation and management arrangements of the Project
- To assess the sustainability of the Project's interventions.
- To list and document initial lessons concerning Project design, implementation and management
- To assess Project relevance to national priorities.

Project performance will be measured based on Project's Logical Framework (see Annex III), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification.

The Report of the Final Evaluation will be stand-alone document that substantiates its recommendations and conclusions.

III. EVALUATION

3.1. Products expected from the evaluation

The evaluation report outline should be structured along the following lines (see Annex I):

Executive summary
Introduction
The project(s) and its development context
Findings and Conclusions

Project formulation
Implementation
Project Finances
Results
Recommendations
Lessons learned
Annexes

The length of report normally should not exceed 50 pages in total. The draft report will be submitted to UNDP/GEF and the Ministry of Natural Resources and Environment no later than August 01, 2012. Based on the feedback received from stakeholders a final report will be prepared by September 01, 2012.

The report will be submitted electronically in English.

The report will be supplemented by a table on Co-financing (Annex II) and Rate Tables (Annex IV).

3.2. Methodology for evaluation approach

The Final Evaluation will be done through a combination of processes including a desk study, selected site visits and interviews - involving all stakeholders (but not restricted to): MNRE, UNDP, Government officials on different levels, protected area management, Regional administrations and local municipalities, local NGOs, communities etc.

Evaluators should seek guidance for their work in the following materials:

GEF Monitoring and Evaluation policy (http://gefeo.org/gefevaluation.aspx?id=140)
UNDP/GEF Monitoring and Evaluation Policy (http://www.undp.org/gef/monitoring/index.html)
Measuring Results of the GEF Biodiversity Programme (http://www.thegef.org/gef/node/2229)

The methodology for the evaluation is envisaged to cover the following areas:
Desk study review of all relevant Project documentation
Consultations with Government, UNDP, Project implementation unit
Field site visit within project territories
Interviews with stakeholders

The evaluation must provide evidence-based information that is credible, reliable and useful.

Project performance will be measured based on the project's Logical Framework Matrix (see Annex III of the current ToR), which provides clear performance and impact indicators for project implementation along with their corresponding means of verification. Annual project performance reviews (PIRs) would serve a basis for assessing the project progress. In preparation for the evaluation mission, the project manager, with assistance from UNDP country office, will arrange for the completion of the Tracking Tool serving an essential element for the project progress assessment. The tracking tool will be submitted to the international evaluation consultants, who will need to provide his/her comments on it. Upon incorporation of the comments from the international evaluation consultant to the tracking tool, it will be finalized and attached as a mandatory annex to the final evaluation report.

Evaluators qualifications

The evaluation will be conducted by an International Consultant who should possess the following qualifications:

- Expertise in areas of international projects' monitoring and evaluation with the focus on biodiversity conservation, protected areas;
- Knowledge/understanding of Russian conservation policies and legislation, institutional system, protected areas system, additional knowledge on NGO/indigenous community would be an asset.
- A physical ability to travel to Russia (cities of Krasnoyarsk, Norilsk, and Moscow) is needed

More specifically the candidate should demonstrate:

- Recent experience with result-based management evaluation methodologies;
- Experience applying participatory monitoring approaches;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Recent knowledge of the GEF Monitoring and Evaluation Policy;
- Recent knowledge of UNDP's results-based evaluation policies and procedures
- Competence in Adaptive Management, as applied to conservation or natural resource management projects;
- Recognized expertise in the management and sustainable use of biodiversity;
- Familiarity with protected area policies and management structures in Russia;
- Demonstrable analytical skills;
- Work experience in relevant areas for at least 10 years;
- Experience with multilateral or bilateral supported conservation projects;
- Project evaluation experiences within United Nations system will be considered an asset;
- Excellent English communication skills.

IV. IMPLEMENTATION ARRANGEMENTS

Evaluation management arrangements

- Role of Project Manager (located in Moscow)
- Coordination of evaluation activities and logistics in Krasnoyarsk and Norilsk
- Organization of meetings with selected stakeholders
- Compiling and providing to the evaluator necessary project reports and materials produced by the project
- Role of UNDP
- Coordination of evaluation activities in Moscow
- Administrative and logistical support for the evaluator in Moscow

Tentative timeframe

Selection of evaluator	early June 2012
Briefing for evaluator	June 2012
Desk review	June 2012
Debriefings in Moscow	end of June - first week of July 2012
Trip to the field sites (including allocation for travel), interviews with local stakeholders, questionnaires	first week of July 2012
Validation of preliminary findings with stakeholders through circulation of initial reports for comments, meetings and other types of feedback mechanisms	July 2012

Preparation and submission of preliminary report	by 01 August 2012
Preparation and submission of final evaluation report	by 01 September 2012

If any discrepancies have emerged between impressions and findings of the evaluation team and abovementioned stakeholders, these should be explained in an annex attached to the final report.

APPLICATION PROCESS:
Applicants are requested to send their applications by May 31, 2012 to Ms. Irina Bredneva, UNDP CO Russia, irina.bredneva@undp.org**.**
The application should contain:
Brief cover letter in English stating interest in and qualifications for the assignment;
P11 application form (to be downloaded here http://www.unrussia.ru/en/vacancies.aspx).
Technical proposal (methodology proposed for the evaluation)
Price offer indicating the total cost of the assignment (lump sum including e.g. consulting fees, per diem, travel costs, proposed number of working days etc.). Technical proposal and price offer shall be submitted as separate attachments.

Applicants will be selected on the basis of these criteria:
Technical criteria (70% in total)
Education and background, relevant practical experience, substantial knowledge and competencies
Proposed evaluation methodology

Financial criteria (30% in total)
Price offer from the candidate (lump sum)

V. TERMS OF REFERENCE ANNEXES

Annex I:	Outline of Final Evaluation Report
Annex II:	Financial Planning Co-financing
Annex III:	Logical Framework Matrix
Annex IV:	Rating Tables
Annex IV:	List of Documents to be reviewed by the evaluators

ANNEX 1. OUTLINE OF FINAL EVALUATION REPORT

1. Executive summary
Brief description of the project
Context and purpose of the evaluation
Main conclusions, recommendations and lessons learned

2. Introduction
Project background
Purpose of the evaluation
Key issues addressed
The outputs of the evaluation and how will they be used
Methodology of the evaluation
Structure of the evaluation

3. The project and its development context
Project start and its duration
Problems that the project seek to address
Immediate and development objectives of the project
Main stakeholders
Results expected

4. Findings and Conclusions
In addition to a descriptive assessment, all criteria marked with (R) should be rated using the following divisions: Highly Satisfactory, Satisfactory, Marginally Satisfactory, Unsatisfactory

Project Formulation
Conceptualization/Design (R). This should assess the approach used in design and an appreciation of the appropriateness of problem conceptualization and whether the selected intervention strategy addressed the root causes and principal threats in the project area. It should also include an assessment of the logical framework and whether the different project components and activities proposed to achieve the objective were appropriate, viable and responded to contextual institutional, legal and regulatory settings of the project. It should also assess the indicators defined for guiding implementation and measurement of achievement and whether lessons from other relevant projects (e.g., same focal area) were incorporated into project design.

Country-ownership/Driveness. Assess the extent to which the project idea/conceptualization had its origin within national, sectoral and development plans and focuses on national environment and development interests.

Stakeholder participation (R) Assess information dissemination, consultation, and "stakeholder" participation in design stages.

Replication approach. Determine the ways in which lessons and experiences coming out of the project were/are to be replicated or scaled up in the design and implementation of other projects (this also related to actual practices undertaken during implementation).

Cost-effectiveness

UNDP comparative advantage

Linkages between project and other interventions within the sector

Management arrangements

4.2. Project Implementation
Implementation Approach (R). This should include assessments of the following aspects:

(i) The use of the logical framework as a management tool during implementation and any changes made to this as a response to changing conditions and/or feedback from M and E activities if required.

(ii) Other elements that indicate adaptive management such as comprehensive and realistic work plans routinely developed that reflect adaptive management and/or; changes in management arrangements to enhance implementation.
(iii) The project's use/establishment of electronic information technologies to support implementation, participation and monitoring, as well as other project activities.
(iv) The general operational relationships between the institutions involved and others and how these relationships have contributed to effective implementation and achievement of project objectives.
(v) Technical capacities associated with the project and their role in project development, management and achievements.

Monitoring and evaluation (R). Including an assessment as to whether there has been adequate periodic oversight of activities during implementation to establish the extent to which inputs, work schedules, other required actions and outputs are proceeding according to plan; whether formal evaluations have been held and whether action has been taken on the results of this monitoring oversight and evaluation reports.

Stakeholder participation (R). This should include assessments of the mechanisms for information dissemination in project implementation and the extent of stakeholder participation in management, emphasizing the following:
(i) The production and dissemination of information generated by the project.
(ii)Local resource users and NGOs participation in project implementation and decision making and an analysis of the strengths and weaknesses of the approach adopted by the project in this arena.
(iii) The establishment of partnerships and collaborative relationships developed by the project with local, national and international entities and the effects they have had on project implementation.
(iv) Involvement of governmental institutions in project implementation, the extent of governmental support of the project.

Risk management

Coordination and operational issues

4.3 Project Finances
Financial Planning: Including an assessment of:
(i) The actual project cost by objectives, outputs, activities
(ii) The cost-effectiveness of achievements
(iii) Financial management (including disbursement issues)
(iv) Co-financing

Budget procedure

Disbursement

Effectiveness of funding mechanism

Risks

Sustainability. Extent to which the benefits of the project will continue, within or outside the project domain, after it has come to an end. Relevant factors include for example: development of a

sustainability strategy, establishment of financial and economic instruments and mechanisms, mainstreaming project objectives into the economy or community production activities.

Execution and implementation modalities. This should consider the effectiveness of the UNDP counterpart and Project Implementation Unit participation in selection, recruitment, assignment of experts, consultants and national counterpart staff members and in the definition of tasks and responsibilities; quantity, quality and timeliness of inputs for the project with respect to execution responsibilities, enactment of necessary legislation and budgetary provisions and extent to which these may have affected implementation and sustainability of the Project; quality and timeliness of inputs by UNDP and GoC and other parties responsible for providing inputs to the project, and the extent to which this may have affected the smooth implementation of the project.

4.3. Results

Attainment of Outcomes/ Achievement of objectives (R*):* Including a description *and rating* of the extent to which the project's objectives (environmental and developmental) were achieved using Highly Satisfactory, Satisfactory, Marginally Satisfactory, and Unsatisfactory ratings. If the project did not establish a baseline (initial conditions), the evaluators should seek to determine it through the use of special methodologies so that achievements, results and impacts can be properly established.

Sustainability*:* Including an appreciation of the extent to which benefits continue, within or outside the project domain after GEF assistance/external assistance in this phase has come to an end.

Contribution to upgrading skills of the national staff

5. Recommendations

Corrective actions for the design, implementation, monitoring and evaluation of the project
Actions to follow up or reinforce initial benefits from the project
Proposals for future directions underlining main objectives

6. Lessons learned

This should highlight the best and worst practices in addressing issues relating to relevance, performance and success.

7. Evaluation report Annexes

Evaluation TORs
Itinerary
List of persons interviewed
Summary of field visits
List of documents reviewed
Questionnaire used and summary of results
Comments by stakeholders (only in case of discrepancies with evaluation findings and conclusions)

Annex 2. GEF Operational Principles

http://www.gefweb.org/public/opstrat/ch1.htm

TEN OPERATIONAL PRINCIPLES FOR DEVELOPMENT AND IMPLEMENTATIONOF THE GEF'S WORK PROGRAM

1. For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties** (COPs). For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.

2. The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.

3. The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.

4. The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.

5. The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.

6. GEF projects will provide for **full disclosure** of all non-confidential information.

7. GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.

8. GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.

9. In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.

10. The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

Annex 3: Evaluation Matrix

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Relevance			
• Does the Taimyr Mainstreaming project's objective fit within the priorities of the local government and local communities?	• Level of coherence between project objective and stated priorities of local stakeholders	• Local government stakeholders • Local community stakeholders • Local private sector stakeholders • Relevant regional and local planning documents	• Local level field visit interviews • Desk review
• Does the Taimyr Mainstreaming project's objective fit within national priorities?	• Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	• National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc. • National legislation such as National Forest Code, etc.	• Desk review • National level interviews
• Did the Taimyr Mainstreaming project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?	• Level of involvement of local and national stakeholders in project origination and development as indicated by number of planning meetings held, representation of stakeholders in planning meetings, and level of incorporation of stakeholder feedback in project planning	• Project staff • Local and national stakeholders • Project documents	• Field visit interviews • Desk review
• Does the Taimyr Mainstreaming project's objective fit GEF strategic priorities and operational principles?	• Level of coherence between project objective and GEF strategic priorities • Level of conformity with GEF operational principles	• GEF strategic priority documents for period when project was approved • Current GEF strategic priority documents • GEF operational principles	• Desk review • Field visit interviews
• Does the Taimyr Mainstreaming project's objective support implementation of the Convention on Biological	• Linkages between project objective and elements of the CBD, such as key articles and programs of work	• CBD website • National Biodiversity Strategy and Action Plan	• Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
Diversity? Other MEAs?			
Evaluation Criteria: Efficiency			
• Is the Taimyr Mainstreaming project cost-effective?	• Quality and comprehensiveness of financial management procedures • Project management costs share of total budget	• Project documents • Project staff	• Desk review • Interviews with project staff
• Are expenditures in line with international standards and norms for development projects?	• Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	• Project documents (budget files, audit, etc.) • Project staff • National stakeholders	• Desk review • Interviews with project staff
• Are management and implementation arrangements efficient in delivering the outputs necessary to achieve outcomes?	• Appropriateness of structure of management arrangements • Extent of necessary partnership arrangements • Level of participation of relevant stakeholders	• Project documents • Project staff • Local, regional and national stakeholders	• Desk review • Interviews with project staff • Field visit interviews
• Was the Taimyr Mainstreaming project implementation delayed? If so, did that affect cost-effectiveness?	• Project milestones in time • Required project adaptive management measures related to delays	• Project documents • Project staff	• Desk review • Interviews with project staff
• What is the contribution of cash and in-kind co-financing to project implementation?	• Level of cash and in-kind co-financing relative to expected level	• Project documents • Project staff	• Desk review • Interviews with project staff
• To what extent is the Taimyr Mainstreaming project leveraging additional resources?	• Amount of resources leveraged relative to project budget	• Project documents • Project staff	• Desk review • Interviews with project staff
Evaluation Criteria: Effectiveness			
• Is the project objective likely to be met? To what extent and in what timeframe?	• Level of progress toward project indicator targets relative to expected level at current point of implementation	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• What are the key factors contributing to project success or	• Level of documentation of and preparation for project risks, assumptions and impact drivers	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
underachievement?			
• What are the key risks and priorities for the remainder of the implementation period?	• Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Is adaptive management being applied to ensure effectiveness?	• Identified modifications to project plans, as necessary in response to changing assumptions or conditions	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Is monitoring and evaluation used to ensure effective decision-making?	• Quality of M&E plan in terms of meeting minimum standards, conforming to best practices, and adequate budgeting • Consistency of implementation of M&E compared to plan, quality of M&E products • Use of M&E products in project management and implementation decision-making	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
Evaluation Criteria: Results			
• Are the planned outputs being produced? Are they likely to contribute to the expected project outcomes and objective?	• Level of project implementation progress relative to expected level at current stage of implementation • Existence of logical linkages between project outputs and outcomes/impacts	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?	• Existence of logical linkages between project outcomes and impacts	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?	• Actions undertaken to address key assumptions and target impact drivers	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to	• Environmental indicators	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
be considered Global Environmental Benefits?			
Evaluation Criteria: Sustainability			
• To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?	• Financial requirements for maintenance of project benefits • Level of expected financial resources available to support maintenance of project benefits • Potential for additional financial resources to support maintenance of project benefits	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?	• Level of initiative and engagement of relevant stakeholders in project activities and results	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?	• Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• To what extent are the project results dependent on socio-political factors?	• Existence of socio-political risks to project benefits	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• To what extent are the project results dependent on issues relating to institutional frameworks and governance?	• Existence of institutional and governance risks to project benefits	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?	• Existence of environmental risks to project benefits	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review

Annex 4: Interview Guide

Overview: The questions under each topic area are intended to assist in focusing discussion to ensure consistent topic coverage and to structure data collection, and are not intended as verbatim questions to be posed to interviewees. When using the interview guide, the interviewer should be sure to target questions at a level appropriate to the interviewee. The interview guide is one of multiple tools for gathering evaluative evidence, to complement evidence collected through document reviews and other data collection methods; in other words, the interview guide does not cover all evaluative questions relevant to the evaluation.

Key
Bold = GEF Evaluation Criteria
Italic = GEF Operational Principles

I. PLANNING / PRE-IMPLEMENTATION

A. **Relevance**
   i. Did the project's objectives fit within the priorities of the local government and local communities?
   ii. Did the project's objectives fit within national priorities?
   iii. Did the project's objectives fit GEF strategic priorities?
   iv. Did the project's objectives support implementation of the relevant multi-lateral environmental agreement?

B. Incremental cost
   i. Did the project create environmental benefits that would not have otherwise taken place?
   ii. Does the project area represent an example of a globally significant environmental resource?

C. Country-drivenness / Participation
   i. How did the project concept originate?
   ii. How did the project stakeholders contribute to the project development?
   iii. Do local and national government stakeholders support the objectives of the project?
   iv. Do the local communities support the objectives of the project?
   v. Are the project objectives in conflict with any national level policies?

D. Monitoring and Evaluation Plan / Design *(M&E)*
   i. Were monitoring and reporting roles clearly defined?
   ii. Was there either an environmental or socio-economic baseline of data collected before the project began?

II. MANAGEMENT / OVERSIGHT

A. Project management
   i. What were the implementation arrangements?
   ii. Was the management effective?
   iii. Were workplans prepared as required to achieve the anticipated outputs on the required timeframes?

iv. Did the project develop and leverage the necessary and appropriate partnerships with direct and tangential stakeholders?
v. Were there any particular challenges with the management process?
vi. If there was a steering or oversight body, did it meet as planned and provide the anticipated input and support to project management?
vii. Were risks adequately assessed during implementation?
viii. Did assumptions made during project design hold true?
ix. Were assessed risks adequately dealt with?
x. Was the level of communication and support from the implementing agency adequate and appropriate?

B. Flexibility
i. Did the project have to undertake any adaptive management measures based on feedback received from the M&E process?
ii. Were there other ways in which the project demonstrated flexibility?
iii. Were there any challenges faced in this area?

C. **Efficiency** *(cost-effectiveness)*
i. Was the project cost-effective?
ii. Were expenditures in line with international standards and norms?
iii. Was the project implementation delayed?
iv. If so, did that affect cost-effectiveness?
v. What was the contribution of cash and in-kind co-financing to project implementation?
vi. To what extent did the project leverage additional resources?

D. Financial Management
i. Was the project financing (from the GEF and other partners) at the level foreseen in the project document?
ii. Where there any problems with disbursements between implementing and executing agencies?
iii. Were financial audits conducted with the regularity and rigor required by the implementing agency?
iv. Was financial reporting regularly completed at the required standards and level of detail?
v. Did the project face any particular financial challenges such as unforeseen tax liabilities, management costs, or currency devaluation?

E. Co-financing *(catalytic role)*
i. Was the in-kind co-financing received at the level anticipated in the project document?
ii. Was the cash co-financing received at the level anticipated in the project document?
iii. Did the project receive any additional unanticipated cash support after approval?
iv. Did the project receive any additional unanticipated in-kind support after approval?

F. Monitoring and Evaluation *(M&E)*
i. Project implementation M&E

a. Was the M&E plan adequate and implemented sufficiently to allow the project to recognize and address challenges?
b. Were any unplanned M&E measures undertaken to meet unforeseen shortcomings?
c. Was there a mid-term evaluation?
d. How were project reporting and monitoring tools used to support adaptive management?

ii. Environmental and socio-economic monitoring
a. Did the project implement a monitoring system, or leverage a system already in place, for environmental monitoring?
b. What are the environmental or socio-economic monitoring mechanisms?
c. Have any community-based monitoring mechanisms been used?
d. Is there a long-term M&E component to track environmental changes?
e. If so, what provisions have been made to ensure this is carried out?

E. Full disclosure
i. Did the project meet this requirement?
ii. Did the project face any challenges in this area?

III. ACTIVITIES / IMPLEMENTATION

A. **Effectiveness**
i. How have the stated project objectives been met?
ii. To what extent have the project objectives been met?
iii. What were the key factors that contributed to project success or underachievement?
iv. Can positive key factors be replicated in other situations, and could negative key factors have been anticipated?

B. Stakeholder involvement and public awareness *(participation)*
i. What were the achievements in this area?
ii. What were the challenges in this area?
iii. How did stakeholder involvement and public awareness contribute to the achievement of project objectives?

IV. RESULTS

A. Outputs
i. Did the project achieve the planned outputs?
ii. Did the outputs contribute to the project outcomes and objectives?

B. Outcomes
i. Were the anticipated outcomes achieved?
ii. Were the outcomes relevant to the planned project impacts?

C. Impacts
i. Was there a logical flow of inputs and activities to outputs, from outputs to outcomes, and then to impacts?
ii. Did the project achieve its anticipated/planned impacts?
iii. Why or why not?

iv. If impacts were achieved, were they at a scale sufficient to be considered Global Environmental Benefits?
v. If impacts or Global Environmental Benefits have not yet been achieved, are the conditions (enabling environment) in place so that they are likely to eventually be achieved?

D. Replication strategy, and documented replication or scaling-up *(catalytic role)*
   i. Did the project have a replication plan?
   ii. Was the replication plan "passive" or "active"?
   iii. Is there evidence that replication or scaling-up occurred within the country?
   iv. Did replication or scaling-up occur in other countries?

V. LESSONS LEARNED
A. What were the key lessons learned in each project stage?
B. In retrospect, would the project participants have done anything differently?

VI. SUSTAINABILITY
A. Financial
   i. To what extent are the project results dependent on continued financial support?
   ii. What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
   iii. Was the project successful in identifying and leveraging co-financing?
   iv. What are the key financial risks to sustainability?
B. Socio-Political
   i. To what extent are the project results dependent on socio-political factors?
   ii. What is the likelihood that the level of stakeholder ownership will allow for the project results to be sustained?
   iii. Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?
   iv. What are the key socio-political risks to sustainability?
C. Institutions and Governance
   i. To what extent are the project results dependent on issues relating to institutional frameworks and governance?
   ii. What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project results to be sustained?
   iii. Are the required systems for accountability and transparency and the required technical know-how in place?
   iv. What are the key institutional and governance risks to sustainability?
D. Ecological
   i. Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?

Annex 5: Final GEF SO-2 Tracking Tool (5 pages)

Tracking Tool for Biodiversity Projects in GEF-3, GEF-4, and GEF-5

Objective 2:
Mainstreaming Biodiversity Conservation in Production Landscapes/Seascapes and Sectors

Objective: To measure progress in achieving the impacts and outcomes established at the portfolio level under the biodiversity focal area.
Rationale: Project data from the GEF-3, GEF-4, and GEF-5 project cohort will be aggregated for analysis of directional trends and patterns at a portfolio-wide level to inform the development of future GEF strategies and to report to GEF Council on portfolio-level performance in the biodiversity focal area.
Structure of Tracking Tool: Each tracking tool requests background and coverage information on the project and specific information required to track portfolio level indicators in the GEF-3, GEF-4, and GEF-5 strategy.
Guidance in Applying GEF Tracking Tools: GEF tracking tools are applied three times: at CEO endorsement, at project mid-term, and at project completion.
Submission: The finalized tracking tool will be cleared by the GEF Agencies as being correctly completed.

Important: Please read the Guidelines posted on the GEF website before entering your data

I. General Data	Please indicate your answer here	Notes
Project Title	Conservation and sustainable use of biological diversity in Russia's Taymir Peninsula: maintaining connectivity across the landscape	
GEF Project ID	1816	
Agency Project ID	48248	
Implementing Agency	UNDP	
Project Type	MSP	FSP or MSP
Country	Russian Federation	
Region		
Date of submission of the tracking tool	June 20, 2012	Month DD, YYYY (e.g., May 12, 2010)
Name of reviewers completing tracking tool and completion date	Igor Kostin, June 2012	Completion Date
Planned project duration	4	years
Actual project duration	6	years
Lead Project Executing Agency (ies)	Ministry of Natural Resources and Ecology of the Russian Federation	
Date of Council/CEO Approval		Month DD, YYYY (e.g., May 12, 2010)
GEF Grant (US$)	970,000	
Cofinancing expected (US$)	2,042,800	
Please identify production sectors and/or ecosystem services directly targeted by project:		
Agriculture	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Fisheries	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Forestry	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Tourism	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Mining	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Oil	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Transportation	2	1: Primarily and directly targeted by the project 2: Secondary or incidentally affected by the project
Other (please specify)	Commercial exploitation of bioresources, amateur hunting	

II. Project Landscape/Seascape Coverage

1. What is the extent (in hectares) of the landscape or seascape where the project will directly or indirectly contribute to biodiversity conservation or sustainable use of its components? An example is provided in the table below.

Foreseen at project start (to be completed at CEO approval or endorsement)		
Landscape/seascape[1] area directly[2] covered by the project (ha)	52 mln ha	
Landscape/seascape area indirectly[3] covered by the project (ha)	39 mln ha	
Explanation for indirect coverage numbers:		Please indicate reasons
Actual at mid-term		
Landscape/seascape[1] area directly[2] covered by the project (ha)	52 mln ha	
Landscape/seascape area indirectly[3] covered by the project (ha)	39 mln ha	
Explanation for indirect coverage numbers:		Work was carried out within the Project Corridor
Actual at project closure		
Landscape/seascape[1] area directly[2] covered by the project (ha)	52 mln ha	
Landscape/seascape area indirectly[3] covered by the project (ha)	52 mln ha	
Explanation for indirect coverage numbers:		Work spread all over Taimyr territory

[1] For projects working in seascapes (large marine ecosystems, fisheries etc.) please provide coverage figures and include explanatory text as necessary if reporting in hectares is not applicable or feasible.
[2] Direct coverage refers to the area that is targeted by the project's site intervention. For example, a project may be mainstreaming biodiversity into floodplain management in a pilot area of 1,000 hectares that is part of a much larger floodplain of 10,000 hectares.
[3] Using the example in footnote 2 above, the same project may, for example, "indirectly" cover or influence the remaining 9,000 hectares of the floodplain through promoting learning exchanges and training at the project site as part of an awareness raising and capacity building strategy for the rest of the floodplain. Please explain the basis for extrapolation of indirect coverage when completing this part of the table.

2. Are there Protected Areas within the landscape/seascape covered by the project? If so, names these PAs, their IUCN or national PA category, and their extent in hectares

Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (please specify)	1	Yes = 1, No = 0
The implementation of regulations is enforced		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (hunting)	1	Yes = 1, No = 0
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (hunting)	1	Yes = 1, No = 0

All projects please complete this question at the project mid-term evaluation and at the final evaluation, if relevant:

7. Within the scope and objectives of the project, has the private sector undertaken voluntary measures to incorporate biodiversity considerations in production? If yes, please provide brief explanation and specifically mention the sectors involved. An example of this could be a mining company minimizing the impacts on biodiversity by using low-impact exploration techniques and by developing plans for restoration of biodiversity after exploration as part of the site management plan.

Part VI. Tracking Tool for Invasive Alien Species Projects in GEF 4 and GEF 5
Objective: The Invasive Alien Species Tracking Tool has been developed to help track and monitor progress in the achievement of outcome 2.3 in the GEF-5 biodiversity strategy: "improved management frameworks to prevent, control, and manage invasive alien species" and for Strategic Program 7 in the GEF-4 strategy. Structure of Tracking Tool: The Tracking Tool addresses four main issues in one assessment form: 1) National Coordination Mechanism; 2) IAS National Strategy Development and Implementation; 3) Policy Framework to Support IAS Management; and 4) IAS Strategy Implementation: Prevention, Early Detection, Assessment and Management. Assessment Form: The assessment is structured around six questions presented in table format which includes three columns for recording details of the assessment, all of which should be completed. Next Steps: For each question respondents are also asked to identify any intended actions that will improve performance of the IAS management framework.

Prevention, control, and management of invasive alien species (IAS) Tracking Tool

Issue	Please select your score from drop down menu	Scoring Criteria		
National Coordination Mechanism				
1) Is there a National Coordination Mechanism to assist with the design and implementation of a national IAS strategy? (This could be a single "biosecurity" agency or an interagency committee).	0	0: National Coordination Mechanism does not exist 1: A national coordination mechanism has been established 2: The national coordination mechanism has legal character and responsibility for development of a national strategy 3: The national coordination mechanism oversees implementation of IAS National Strategy	**Comment:**	**Next Steps:**
		Bonus point: Contingency plans for IAS emergencies exist and are well coordinated 0: NO 1: Yes		
IAS National Strategy Development and Implementation				
2) Is there a National IAS strategy and is it being implemented?	0	0: IAS strategy has not been developed 1: IAS strategy is under preparation or has been prepared and is not being implemented 2: IAS strategy exists but is only partially implemented due to lack of funding or other problems 3: IAS strategy exists, and is being fully implemented	**Comment:**	**Next Steps:**
Policy Framework to Support IAS Management				

Name of Protected Areas	IUCN and/or national category of PA	Extent in hectares of PA
1 Putoransky Narure Reserve	IUCN I category	1,887,300
2 Taimyrsky Nature reserve	IUCN I category	1,781,900
3 Great Arctic Nature reserve	IUCN I category	4,169,000
4 Purinsky Zakaznik (refuge)	IUCN IV category	787,500
5 "Agapa" (refuge)	IUCN VI category	90,000
6 "Gorbita" (refuge)	IUCN VI category	553,500

3. Within the landscape/seascape covered by the project, is the project implementing payment for environmental service schemes?
If so, please complete the table below. Example is provided.

	e.g. Water provision	*Please Indicate Environmental Service*
e.g. Foreseen at Project Start	*e.g. 40,000 hectares*	*Extent in hectares*
	e.g. $ 10 per hectare per year	*Payments generated (US$)/ha/yr if known at time of CEO endorsement*
		Please Indicate Environmental Service
Foreseen at project start (to be completed at CEO approval or endorsement)		Extent in hectares
		Payments generated (US$)/ha/yr
		Please Indicate Environmental Service
Actual at mid-term		Extent in hectares
		Payments generated (US$)/ha/yr
		Please Indicate Environmental Service
Actual at project closure		Extent in hectares
		Payments generated (US$)/ha/yr

Part III. Management Practices Applied

4. Within the scope and objectives of the project, please identify in the table below the management practices employed by project beneficiaries that integrate biodiversity considerations and the area of coverage of these management practices. Please also note if a certification system is being applied and identify the certification system.

	e.g. Sustainable management of forests	*Please indicate specific management practices that integrate BD*
e.g. Foreseen at Project Start	*FSC*	*Name of certification system being used (insert NA if no certification system is being applied)*
	120,000 hectares	*Area of coverage*
	Sustainable management of tundra	Please indicate specific management practices that integrate BD
Foreseen at project start (to be completed at CEO approval or endorsement)	n/a	Name of certification system being used (insert NA if no certification system is being applied)
	39 mln ha	Area of coverage
	Sustainable management of tundra with incorporation of GIS technologies	Please indicate specific management practices that integrate BD
Actual at mid-term	n/a	Name of certification system being used (insert NA if no certification system is being applied)
	39 mln ha	Area of coverage
	Sustainable management of tundra with incorporation of GIS technologies and Taimyr full coverage	Please indicate specific management practices that integrate BD
Actual at project closure	n/a	Name of certification system being used (insert NA if no certification system is being applied)
	52 mln ha	Area of coverage

Part IV. Market Transformation

5. For those projects that have identified market transformation as a project objective, please describe the project's ability to integrate biodiversity considerations into the mainstream economy by measuring the market changes to which the project contributed. The sectors and subsectors and measures of impact in the table below are illustrative examples, only. Please complete per the objectives and specifics of the project.

		Unit of measure of market impact
Name of the market that the project seeks to affect (sector and sub-sector)	*E.g., Sustainable agriculture (Fruit production: apples)*	*E.g., US$ of sales of certified apple products / year*
	E.g., Sustainable forestry (timber processing)	*E.g., cubic meters of sustainably produced wood processed per year*
Foreseen at project start		
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact
Actual at mid-term		
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact
Actual at project closure		
Name of the market that the project seeks to affect (sector and sub-sector)		Unit of measure of market impact

Part V. Policy and Regulatory frameworks

6. For those projects that have identified addressing policy, legislation, regulations, and their implementation as project objectives, Please complete these tables for each sector that is a primary or a secondary focus of the project. Please answer (1 for YES or 0 for NO) to each statement under the sectors that are a focus of the project.

Biodiversity considerations are mentioned in sector policy		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	1	Yes = 1, No = 0
Other (hunting)	1	Yes = 1, No = 0
Biodiversity considerations are mentioned in sector policy through specific legislation		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (hunting)	1	Yes = 1, No = 0
Regulations are in place to implement the legislation		
Agriculture	0	Yes = 1, No = 0
Fisheries	0	Yes = 1, No = 0
Forestry	0	Yes = 1, No = 0
Tourism	0	Yes = 1, No = 0
Other (hunting)	1	Yes = 1, No = 0

3) Has the national IAS strategy lead to the development and adoption of comprehensive framework of policies, legislation, and regulations across sectors.	0	0: IAS policy does not exist 1: Policy on invasive alien species exists (Specify sectors in comment box if applicable) 2: Principle IAS legislation is approved (Specify sectors in comment box if applicable. It may be that harmonization of relevant laws and regulations to ensure more uniform and consistent practice is most realistic result.) 3: Subsidiary regulations are in place to implement the legislation (Specify sectors in comment box if applicable) 4: The regulations are under implementation and enforced for some of the main priority pathways for IAS (Specify sectors in comment box if applicable) 5: The regulations are under implementation and enforced for all of the main priority pathways for IAS (Specify sectors in comment box if applicable) 6: Enforcement of regulations is monitored (Specify sectors in comment box if applicable)	**Comment:**	**Next Steps:**
Prevention				
4) Have priority pathways for invasions been identified and actively managed and monitored?		0: Priority pathways for invasions have not been identified. 1: Priority pathways for invasions have been identified using risk assessment procedures as appropriate 2: Priority pathways for invasions are being actively managed and monitored to prevent invasions (In comment section please specify methods for prevention of entry: quarantine laws and regulation, database establishment, public education, inspection, treatment technologies (fumigation, etc) in the comment box.) 3: System established to use monitoring results from the methods employed to manage priority pathways in the development of new and improved policies, regulations and management approaches for IAS	**Comment:**	**Next Steps:**
Early Detection				
5) Are detection, delimiting and monitoring surveys conducted on a regular basis?		0: Detection surveys[1] of aggressively invasive species (either species specific or sites) are not regularly conducted due to lack of capacity, resources, planning, etc 1: Detection surveys (observational) are conducted on a regular basis 2: Detection and delimiting surveys[2] (focusing on key sites: high risk entry points or high biodiversity value sites) are conducted on a regular basis 3: Detection, delimiting and monitoring surveys[3] focusing on specific aggressively invasive plants, insects, mammals, etc are conducted on a regular basis		
		Bonus point: Data from surveys is collected in accordance with international standards and stored in a national database. 0: NO 1: Yes		
		Bonus point: Detection surveys rank IAS in terms of their potential damage and detection systems target the IAS that are potentially the most damaging to globally significant biodiversity 0: NO 1: Yes		
Assessment and Management: Best practice applied				

6) Are best management practices being applied in project target areas?	0	0: Management goal and target area undefined, no acceptable threshold of population level established 1: Management goal and target area has been defined and acceptable threshold of population level of the species established 2: Four criteria are applied to prioritize species and infestations for control in the target areas: a) current and potential extent of the species; b) current and potential impact of the species; c) global value of the habitat the species actually or potentially infests; and d) difficulty of control and establishing replacement strategies. 3: Eradication, containment, control and management strategies are considered, and the most appropriate management strategy is applied to achieve the management goal and the appropriate level of protection in the target areas (Please discuss briefly rationale for the management strategy employed.)	**Comment:**	**Next Steps:**
		Bonus point: Monitoring system (ongoing surveys) established to determine characteristics of the IAS population, and the condition of the target area. 0: NO 1: Yes		
		Bonus points: Funding for sustained and ongoing management and monitoring of the target area is secured. 0: NO 3: Yes		
		Bonus point: Objective measures indicate that the restoration of habitat is likely to occur in the target area. 0: NO 1: Yes		
	0	TOTAL SCORE		
	29	TOTAL POSSIBLE		

[1] Detection survey: survey conducted in an attempt to determine if IAS are present.
[2] Delimiting survey: survey conducted to establish the boundaries of an area considered to be infested or free from a pest.
[3] Monitoring survey: survey to verify the characteristics of a pest/IAS.

Annex 6. Itinerary and List of Persons Met and Interviewed During Evaluation Mission

Wednesday, July 25th, Moscow

Ms. Irina Bredneva, UNDP Program Associate, Energy and Environment Program, UNDP Russia Project Support Office

Mr. Igor Kostin, Project Manager, Taimyr Project

Mr. Amirkhan Amirkhanov, National Project Director, Deputy Head of Nature Management Supervision Service, Ministry of Natural Resources and Environment of the Russian Federation

Ms. Irina B. Fominykh, Department of International Cooperation, Deputy Director, Ministry of Natural Resources and Environment of the Russian Federation)

Ms. Yulia I. Kovtun, Senior Specialist, Department of International Cooperation, Deputy Director, Ministry of Natural Resources and Environment of the Russian Federation

Thursday, July 26th, Krasnoyarsk

Mr. Pavel V. Kochkaryov, Deputy Head of Service of Protection, Control and Regulation of Animal Objects and Their Habitats, Administration of Krasnoyarsk Region; he is responsible for control over hunting, census of commercial animal species, population monitoring, establishment of hunting norms and quotas (including indigenous ethnicities)

Mr. Vladimir V. Zvantsev, former Head of Krasnoyarsk Protected Areas Agency at the Ministry of Natural Resources and Forestry of the Krasnoyarsk Region; he was in charge of establishment of zakazniks (currently Head of Department for Protection, Control, and Regulation of Use of Animal Objects and Their Habitats, Administration of Krasnoyarsk)

Mr. Gennady V. Kehlberg, Head of Department on Biodiversity Conservation of Natural Resources and Forests, Krasnoyarsk Administration

Ms. Elena N. Nechusbkina, Head of the NGO Information and Legal Center for Indigenous Peoples of the Krasnoyarsk Region

Friday, July 27th, Norilsk

Mr. Vladimir V. Larin, Director, Putorana Plateau Zapovednik, candidate of biological sciences

Mr. Leonid A. Kolpaschikov, Head of Bioresources Department, Norilsk Far North Research Institute, expert on reindeer, doctor of biological sciences

Ms. Inga L. Chuprova, Research Director, Great Arctic Reserve, doctor of biological sciences

Friday, July 27th, Dudinka

Ms. Tatiana Druppova, Head of Education Department, Taimyr Municipal District

Ms. Elena Savicheva, Teacher of Native Language

Ms. Victoria Zemzhova, Deputy Head of Information and Methodology Center at the Department of Education of the Taimyr Municipal District
Ms. Elena Golikova, Young Teacher of Biology, School No. 1
Ms. Marina Olbik, Chief Specialist of Comprehensive and Pre-school Education, Department of Education of the Taimyr Municipal District

Ms. Galina V. Gavrilova, Deputy Head of Administration of the Taimyr Municipal District (the Head of Administration was on vacation). She supervises issues pertaining to environment and natural resources.
Ms. Lyudmila P. Popova, Head of Natural Resources Division, Taimyr Municipal District Administration
Ms. Svetlana Bogdanova, Deputy Head of PR Division, Administration of Taimyr Municipal District

Thursday, August 2nd - Moscow
Mr. Maxim Dubinin, GIS Expert, NextGIS

Phone
Ms. Olga E. Kazakevich, Urban Institute, Chief Architect of the Project "Regional Planning Scheme for the Taimyr Municipal District"