

Terminal Evaluation
UNDP-GEF Global Project
“Supporting Country Action on the CBD Programme of
Work on Protected Areas”

FINAL REPORT
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Acronyms and Abbreviations

BIOFIN	Biodiversity Finance Initiative
CBD	Convention on Biological Diversity
CO	Country Office
COP-7	Seventh Conference of the Parties
DM	Development Marketplace
GEF	Global Environment Facility
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ITRC	International Technical Review Committee
IUCN	International Union for the Conservation of Nature
LDCs	Least Developed Countries
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MOA	Memorandum of agreement
NBSAPs	National Biodiversity Strategies and Action Plans
NGOs	Non-governmental organizations
PA	Protected area
PIR	Project Implementation Report
PIU	Project Implementation Unit
PMU	Project Management Unit
PoWPA	Programme of Work on Protected Areas
QPR	Quarterly Project Report
RBEC	Regional Bureau for Europe and the Commonwealth of Independent States
RCU	Regional Coordinating Unit
RfP	Request for proposals
RTA	Regional Technical Advisor
SDGs	Sustainable Development Goals
SGPs	Small Grant Projects
SGPs COMPACT	Small Grant Projects Community Management of Protected Areas for Conservation Initiative
SIDS	Small Island Developing States
SINAP	Sistema Nacional de Áreas Protegidas
SPREP	Secretariat of the Pacific Regional Environment Programme
STAP	Scientific and Technical Advisory Panel
TILCEPA	Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNOPS	United Nations Office for Project Services
WCS	Wildlife Conservation Society
WCMC	World Conservation Monitoring Centre
WCPA	World Commission on Protected Areas
WWF	World Wide Fund for Nature

Executive Summary

Project Description

The project was designed to establish a fast disbursing mechanism to assist eligible countries to undertake country-driven early actions that would not be addressed by other national programs and projects, including those supported by the GEF, by official donors and by international NGOs to develop their capacity to fully implement the Programme of Work on Protected Areas (PoWPA) of the CBD. It took a streamlined and transparent approach to facilitate prompt and effective action by eligible national governments.

It was defined that critical action in this sense included PoWPA activities with 2006 and 2008/9 deadlines, and those activities that clearly required critical action in preparation for meeting later deadlines. In addition, an assessment of funding gaps and needs for each activity was made. To that end, 13 COP-7 PoWPA activities, along with the overall PoWPA goals under which they fall, were determined to be suitable for support under this project.

The Project Document was signed on 12 March 2007 with the effective starting date of April 2007. It ran, with two no cost extensions, until December 2015 to ensure that participating countries had sufficient time to complete their activities, and also to take advantage of the learning opportunities generated by this project, to ensure that the PoWPA products were incorporated into national plans and strategies for protected areas and biodiversity, and to share those lessons broadly, including at the IUCN World Parks Congress.

Project Design and Targets

According to the Logical Framework, the project's **goal** was to assist eligible countries to achieve effective National Systems of Protected Areas in accordance with their commitments under the Programme of Work on Protected Areas (PoWPA) adopted by the Convention on Biological Diversity at its 7th meeting (COP-7).

This project was expected to disburse up to \$9.4 million of GEF resources plus co-financing through funding amounts of up to \$250,000 per country, giving priority to supporting LDCs and SIDS (expecting that at least 50% of funding awards would be made to LDCs and SIDS).

An initial request for proposals (RfP) would be made within 3 months of project approval. The proposals would be selected by an international technical review committee. The first round of funding awards was expected to be announced in the first half of 2007. RfPs were projected to be held at least twice a year for up to three years, but it was hoped that all grants would be awarded within the first 18-24 months.

As part of the RfPs, LDCs and SIDS would be invited to apply for up to \$15,000 to undertake an initial scoping "gap analysis", an assessment of their current and expected biodiversity conservation activities during the period covered by the PoWPA in order to identify priority areas for support that could only be addressed with resources from this project. This gap analysis was considered an indispensable element of proposal preparation. However, any funds obtained for this purpose would be deducted from the funding award ceiling of \$250,000, bearing in mind that this was a funding limit per country, but not an entitlement. Once the gap analysis was completed, the country should proceed to proposal preparation using the results obtained.

The following table summarizes the expected results (targets) envisioned for the project at its inception, according to the Logical Framework Analysis.

Table A: Project Objective, Outcomes, Outputs, Indicators and Expected Results (Targets)

Objective and outcomes	Indicators	Target
Objective: To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.	13 Priority areas for PoWPA Supported <ul style="list-style-type: none"> assessed protected-area capacity needs and established capacity building programmes concrete steps taken to identify and put in place positive incentives that support the maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation concrete steps taken to mitigate and remove perverse sectoral policy incentives which undermine protected areas concrete steps to promote a broad set of protected areas governance types taken developed and established long term monitoring systems for the outcomes achieved through protected area systems in relation to the PoWPA gaps in national protected area system coverage identified and immediate interim measures to address these taken the contributions of protected areas to economy and culture and the achievement of the MDG's assessed total protected area financial needs and gaps assessed, and options for addressing them identified legal and institutional gaps and barriers impeding the effective establishment and management of protected areas assessed lessons learned on integration of protected areas into broader plans and strategies evaluated national-level reviews of protected areas governance types undertaken 	At least 35 countries undertake critical action on PoWPA

	<ul style="list-style-type: none"> • targets and indicators for protected areas delineated • methods, standards and criteria for evaluating the effectiveness of protected areas management and governance adopted 	
Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas. Output 1.1: Funding awards to support critical action on protected areas PoW reviewed, selected, and under implementation.	Average time lag between application and award receipt (average time for GEF project approval) Number of approved country funding proposals	3 months > 10 per year (Years 1-3)
Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.	Number of funding awards to LDCs and SIDS (in percent of total funding awards given to LDCs and SIDS)	At least 50% of total funding awards are awarded to LDCs and SIDS
Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Number of funding proposals using lessons from project implementation in other countries (in percent of total new proposals that contain references to experiences of previous projects)	At least 50% of new proposals in Year 2 and 3 contain references to experiences of previous projects

Source: Author's own elaboration, based on Project Document

Project Finance

The financial analysis of the project, according to the data provided by UNOPS, revealed an adequate expenditure of GEF funds (*see Table 7*), which is very close to what was estimated in the original Project Document (*see Table 6*). In fact, 76.55% of the GEF budget was spent on country grants (*see Annex 6 for a list of Amount of Grants Awarded by Country*). This is considered a positive result, since the number of applications from countries was unforeseen at the time the project was designed. However, the final figures prove that the project was not far off with its estimated original budget for this item.

Table B: Original GEF Budget in the Project Document

ORIGINAL GEF BUDGET PRODOC		ORIGINAL GEF BUDGET PRODOC		
ACT1: Direct Country Support	USD 4,198,952.00	Grants	USD 8,000,000.00	85.11%
ACT2: LDCs/SIDS Direct Support	USD 4,257,352.00	Others	USD 1,400,000.00	14.89%
ACT3: Lessons Learned	USD 146,800.00		USD 9,400,000.00	100%
ACT4: Project Management	USD 796,896.00			

	USD 9,400,000.00			
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Table C: Actual Expenditure of GEF Budget During the Project

SUMMARY 2007-2015		SUMMARY 2007-2015		
ACT1: Direct Country Support	USD 2,872,468.43	Grants	USD 7,174,267.44	76.55%
ACT2: LDCs/SIDS Direct Support	USD 5,029,321.14	Others	USD 2,197,189.91	23.45%
ACT3: Lessons Learned	USD 78,086.60		USD 9,371,457.35	100.00%
ACT4: Project Management	USD 1,391,581.18			
	USD 9,371,457.35			

Although the budget for grants was fully allocated by 2009, the funds were not completely disbursed by 2011, which was the original end date for the project, mostly due to delays in implementation by the countries caused by unexpected difficulties, such as securing effective and well-qualified consultants, particularly in topics such as protected area valuation, or due to internal political turmoil. As a result, the completion of projects was spread out over time, with Afghanistan being the first country to finalize all of its projects, in 2010, while Timor Leste, the last one, held a final workshop by the end of 2014.

All of this, in turn, caused the global project to require extensions to allow the countries to finish their activities and, therefore, grant funds and other expenses continued to be disbursed until 2015 (*see Annex 7 for a Detail of Project Expenditures Per Year Between 2007 and 2015*). This explains, for example, why the Project Management expenses were significantly higher than originally planned, because instead of lasting four years the project ended up extending for nine years.

In terms of co-financing, as mentioned in the stakeholders' section, the following institutions committed co-financing in the Project Document:

- The Nature Conservancy (TNC) contributed \$4,000,000 in cash.
- The World Wide Fund for Nature (WWF) contributed \$36,000 in cash.
- The Wildlife Conservation Society (WCS) contributed \$10,000 in kind.

However, after the project was launched, according to an Annex included in the 2009 PIR, the participating countries leveraged all together over \$6,000,000 in co-financing for their activities (*see Annex 8 for details on Co-Financing by Country*) from governmental, non-governmental organizations and multilateral institutions. This is deemed by the evaluator as a success of the project and evidence of the commitment of the countries with the initiative.

Monitoring and Evaluation (S)

The project complied with all of its required monitoring and evaluation reports.

The PIRs for all of its years of implementation were delivered in a timely manner and are quite thorough in conveying the project's progress, achievements and setbacks regarding the delay in implementation of the specific activities in some of the countries as well as the requests for no

cost extensions in order to maximize the project's impact by participating with other initiatives (i.e. World Parks Congress, other GEF projects).

The Mid-Term Evaluation of the project was conducted at the end of 2009, in line with the expected timeframe.

UNDP and Implementing Partner Implementation / Execution (HS)

The implementation by UNDP and execution by UNOPS with the support of the UNDP COs was an adequate arrangement for such a global project, particularly given the UNDP's experience implementing the GEF Small Grants Program.

The project established a very efficient operational platform, which included the UNOPS officers at the headquarters, the Project Management Unit in Bratislava and local grant managers/project teams all over the world. This system proved effective and may be used as a model for similar environmental and non-environmental initiatives, both in the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other regions.

Project Outcomes (HS)

This project was highly successful in achieving its objectives, hence its evaluation is "Highly Satisfactory." Overall, 51 countries benefitted with this initiative:

- **4 countries received only initial scoping grants** of up to \$15,000 for the initial analysis of the PoWPA, in order to prioritize urgent protected area problems and formulate applications for subsequent support from the PoWPA Country Action grant scheme.
- **22 countries received both initial scoping grants of up to \$15,000 and full grants of up to \$150,000** (from which the initial \$15,000 were deducted) to carry out activities within the 13 PoWPA Priority areas identified for support.
- **25 countries directly requested and received full grants of up to \$150,000.**

After the 26 initial scoping grants were given to LDCs and SIDS in 2008, mostly of \$15,000 each, only four countries (Burkina Faso, Chad, Rwanda and Togo) did not apply for additional grants. It is worth mentioning that this project targeted these countries and achieved their participation, particularly since many of them had rarely, if ever, managed a GEF grant.

By the end of 2009, the project had already reached and surpassed the target for its objective of having "at least 35 countries undertake critical action on the PoWPA," with 47 countries participating of the project, 57 grants (covering over 135 initiatives) approved in 5 rounds and spread across the 13 prioritized PoWPA activities, and all of the project funds allocated. Of these countries, 72% (34 out of 47) are LDCs and SIDS.

However, the final number of countries dropped to 45 because Paraguay and Sierra Leone defaulted due to internal issues. Nevertheless, as the following table shows, the results for the objective greatly exceeded the project's original expectation.

Table D: Final Results of Objective of the Project

Objective	Indicators	Baseline Level	Target	Final Level
Objective:	13 Priority areas for PoWPA Supported	0	At least 35 countries	47

To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.			undertake critical action on PoWPA	
	• assessed protected-area capacity needs and established capacity building programmes			20
	• concrete steps taken to identify and put in place positive incentives that support the maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation			5
	• concrete steps taken to mitigate and remove perverse sectoral policy incentives which undermine protected areas			2
	• concrete steps to promote a broad set of protected areas governance types taken			18
	• developed and established long term monitoring systems for the outcomes achieved through protected area systems in relation to the PoWPA			6
	• gaps in national protected area system coverage identified and immediate interim measures to address these taken			22
	• the contributions of protected areas to economy and culture and the achievement of the MDG's assessed			12
	• total protected area financial needs and gaps assessed, and options for addressing them identified			8
	• legal and institutional gaps and barriers impeding the effective establishment and management of protected areas assessed			16
	• lessons learned on integration of protected areas into broader plans and strategies evaluated			4

	<ul style="list-style-type: none"> • national-level reviews of protected areas governance types undertaken 			10
	<ul style="list-style-type: none"> • targets and indicators for protected areas delineated 			6
	<ul style="list-style-type: none"> • methods, standards and criteria for evaluating the effectiveness of protected areas management and governance adopted 			8

Outcome 1

As with the project's Objective, Outcome 1 surpassed its expectations after its first year of implementation (see Table 11). Indicators for this Outcome were monitored until the PIR 2009, since all project funds had been disbursed by then and the indicator was no longer relevant for the following years. Results show that the approval time averaged approximately 2 months per application, versus up to 3 years for GEF grants.

Table E: Final Results Outcome 1

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas.	Average time lag between application and award receipt (average time for GEF project approval)	3 years (average time for GEF project approval)	3 months	2 months	Within 2 months
Output 1.1: Funding awards to support critical action on protected areas PoW reviewed, selected, and under implementation.	Number of approved country funding proposals	0	> 10 per year (Years 1-3)	29 applications (Jun 07 – Jun 08)	57 total approved applications, across 47 countries (Jun 07 - Jun 09)

Outcome 2

As with the previous outcome, expectations for Outcome 2 were exceeded after its first year of implementation as well (see Table 12). Indicators for this Outcome were also monitored until the PIR 2009, since all project funds had been allocated by then and the indicator was no longer relevant for the following years.

Results show that:

- A total of 34 of the 47 (72%) countries are either LDCs or SIDS (or both)

- A total of 46 of the 57 (80%) of all grants awarded are to LDCs or SIDS

Table F: Final Results Outcome 2

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.	Number of funding awards to LDCs and SIDS (in percent of total funding awards given to LCDs and SIDS)	0%	At least 50% of total funding awards are awarded to LDCs and SIDS	65% (24 out of 37 countries)	72% (34 out of 47 countries)

Outcome 3

Outcome 3 also exceeded its expectations by 2009 and its indicators were monitored until that year as the table below shows. The delay in the execution of activities in some of the countries made it in turn difficult to have enough results and lessons to share by the original ending date of the project, which was set for 2011. However, as activities came to a close, the Project Manager was very creative and proactive in looking for additional ways to organize workshops and create links between countries in order to promote greater opportunities to share lessons learned and experiences. These initiatives are highlighted below and were adequately noted in the indicators for the PIRs of the following years.

One of the most noteworthy results of these efforts is the fact that, based on the lessons learned from this project, the Project Manager developed 17 e-learning modules that are registered on the NBSAP Forum (www.nbsapforum.net) and on www.conservationtraining.org and that have been accessed by more than 6,000 people throughout the world. Representatives from 100% of the countries from the Early Action Grant project are members of the NBSAP Forum, the online platform for exchanging lessons learned on protected areas.

Table G: Final Results Outcome 3 PIRs 2008 - 2009

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Number of funding proposals using lessons from project implementation in other countries (in percent of total new proposals that contain references to experiences of previous projects)	0	At least 50% of new proposals in Year 2 and 3 contain references to experiences of previous projects	5 (out of 8) country applications submitted in the 3rd round referred to experience of applications approved in rounds 1 and 2.	80.95% 17 out of 21 country applications submitted in the 4th and 5th rounds referred either experience of applications approved in rounds 1-3, or to their own experience if submitting a follow up grant.

One of the Project Manager's main achievements was to win a bid for a 6-day long stream in the World Parks Congress, held in Sydney, Australia, in 2015, which drew in total more than 800 participants, many from LDCs and SIDS. The focus of this extensive Congress was on the contribution of protected areas to MDGs and SDGs. The Project Manager led a team of 3 organizations (UNDP, World Bank and Conservation International) to guide Stream 5, involving over 120 presenters. All presentations were documented and posted on the NBSAP Forum as "best practices" (see <http://nbsapforum.net/#best-practices-search>). In all, 125 best practices were developed and uploaded under the project manager's leadership. In addition, through a collaboration with the UNDP Regional Service Center in Bangkok, 75 high-quality professionally edited videos were recorded of many of the sessions at the World Parks Congress, and have been uploaded to <https://www.youtube.com/channel/UC-KOklyprmsuavAE5BMDp2A>.

In summary, the project has resulted in a lasting legacy of learning products, which include: a) 120 case studies and best practices on protected areas, highlighted on the NBSAP Forum (www.nbsapforum.net); b) a guide on managing protected areas in the face of climate change; c) a guide on managing protected areas for sustainable development; d) 75 professionally edited high-quality videos showcasing the contribution of protected areas to sustainable development; e) proceedings of the World Parks Congress and the Promise of Sydney; f) an e-learning module on protected area governance; g) a spatial planning tool that incorporates protected areas into broader spatial planning frameworks; h) a comprehensive guide on mobilizing resources for biodiversity and protected areas.

Relevance (R)

The project is relevant because it is in line with the Biodiversity Focal Area of the GEF, with Biodiversity Strategic Objective 1 and with all of its corresponding operational programs. In addition, it is specifically meant to assist GEF eligible countries, with an emphasis on LDCs and SIDS, to undertake country-driven critical actions to meet their commitments under the Programme of Work on Protected Areas adopted by COP-7 of the Convention of Biological Diversity.

Effectiveness & Efficiency (HS)

The fact that the project achieved and surpassed all of its targets by its second year of execution makes it deserve the rating of Highly Satisfactory. As previously explained, the delay in its closure was due mainly to no cost extensions requested by the participating countries to have more time to implement their activities and to take advantage of opportunities, such as the World Parks Congress, to showcase the project's results and share lessons learned during the process.

Impact (S)

The final reports submitted by each country at the end of the project provided a good opportunity to identify primary and secondary impacts. The project had substantial primary impacts, such as the creation of new protected areas (i.e. Band-e Amir National Park, in 2009, in Afghanistan), the establishment of new sustainable finance mechanisms, the preparation of new protected area management plans, studies on the valuation of ecosystem services, and the creation of new governance mechanisms, to name a few.

Among the secondary impacts mentioned in the reports, many countries highlighted that the project catalyzed political will among top leadership, fostered better inter-agency and intra-agency coordination, and promoted better community relations and engagement, among

others. In addition, an unexpected result of the project has been the strengthened ability of countries to effectively engage with the GEF.

Sustainability (L)

Since the inception of the project, the Programme of Work on Protected Areas has largely been eclipsed by the Convention on Biological Diversity's Strategic Plan and, more specifically by Aichi Biodiversity Target 11 on protected areas and the PoWPA is largely viewed as having served its purpose in laying out a set of key actions. Although Target 11 includes all of the main elements of the PoWPA, there is less political traction and a risk that the PoWPA work may be viewed as not directly relevant to the Aichi Biodiversity Targets.

However, the Project Manager actively focused on helping to bridge that gap by highlighting lessons and best practices from across all of the projects, and putting these in the context of planning for National Biodiversity Strategies and Action Plans (NBSAPs) and achieving Target 11 (among other Aichi Biodiversity Targets), taking advantage of her parallel participation in a related GEF project aimed at developing NBSAPs.

Evaluation Rating Table

Criterion	Rating
Monitoring and Evaluation	Satisfactory (S)
Implementation and Execution	Highly Satisfactory (HS)
Outcomes	Highly Satisfactory (HS)
Relevance	Relevant (R)
Effectiveness & Efficiency	Highly Satisfactory (HS)
Sustainability	Likely (L)
Impact	Significant (S)

Source: Author's own elaboration

Summary of Rating Scales¹

Rating Scales		
Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution:	Sustainability ratings:	Relevance ratings:
6. Highly Satisfactory (HS): The project had no shortcomings in the achievement of its	4. Likely (L): Negligible risks to sustainability 3. Moderately Likely (ML): Moderate risks	2. Relevant (R) 1. Not relevant (NR) Impact Ratings:

¹ UNDP (2012). PROJECT-LEVEL EVALUATION GUIDANCE FOR CONDUCTING TERMINAL EVALUATIONS OF UNDP-SUPPORTED, GEF-FINANCED PROJECTS, p. 25

objectives in terms of relevance, effectiveness, or efficiency 5. Satisfactory (S): There were only minor shortcomings 4. Moderately Satisfactory (MS): There were moderate shortcomings 3. Moderately Unsatisfactory (MU): The project had significant shortcomings 2. Unsatisfactory (U): There were major shortcomings in the achievement of project objectives in terms of relevance, effectiveness, or efficiency 1. Highly Unsatisfactory (HU): The project had severe shortcomings	2. Moderately Unlikely (MU): Significant risks 1. Unlikely (U): Severe risks	3. Significant (S) 2. Minimal (M) 1. Negligible (N)
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Summary of conclusions, recommendations and lessons

This global project was highly successful in achieving and surpassing the targets for all of its objectives and outcomes by its second year of implementation, achieving significant impacts that will likely have sustainability in the long term in participating countries.

It is particularly noteworthy that the project focused on LDCs and SIDS, which are generally the most disadvantaged countries and the least exposed to or familiar with GEF funding. This choice was a bold one that presented challenges, such as delays in the implementation of several of the project's activities mainly due to the lack of capacity within those countries to perform them or to find adequate national or international consultants. Nevertheless, these obstacles were overcome in a very professional manner by the Project Manager, who had the skill and will to work with the countries in order to help them bring their activities to closure while also providing them with access to extensive learning resources, which is a great example of one of the project's best practices.

The project mechanism, with its grant-based character and ITRC as the decision-making body, is in itself a model for the implementation of other such global projects, as it brought together donors, international agencies, governments, and civil society to work on the implementation of key aspects of the PoWPA. This may very well be replicated in other initiatives aimed at achieving fast progress in other worldwide development agenda.

One of the most important lessons from the project is that there is a great need to build and strengthen capacities among LDCs and SIDS and that more efforts should be made to include them in these types of global projects, which can benefit them and bring them closer to GEF culture and funding to promote the conservation of biodiversity.

Other lessons learned include the following:

- *Adequate staffing:* A project of this size and magnitude requires more than a single manager. In particular, it is helpful to have an administrative staff who manages

budgets, annual reports, audit reports, evaluations and administrative duties, and a technical staff who manages content, learning and technical support.

- *Realistic timeframe:* Working with mostly LDCs and SIDS can be inherently time consuming. In similar projects in the future, a more realistic timeframe should be established, with all disbursement taking place as early in the project as possible, since the countries that received funding in the later rounds had less time to finish their activities.
- *Risks:* Any future project of this size, particularly involving LDCs and SIDS, should consider risks from its inception. For example, during the implementation of this project several of the countries in the portfolio experienced political instability and upheaval which were unforeseen and delayed its execution. The Project Manager did an excellent job navigating through these obstacles and risks were taken into account in the project's Quarterly Progress Reports (QPRs), but these and other risks, such as variable capacity, should be included into the design of these types of projects.

1. Introduction

1.1 Purpose of the Evaluation

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

In line with the UNDP-GEF Terminal Evaluation Guide, an assessment of the project's performance has been carried out, covering the criteria of: relevance, effectiveness, efficiency, sustainability and impact.

1.2 Scope & Methodology

The Terminal Evaluation (TE) was conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The scope and methodology for the evaluation has been agreed upon with the Project Manager and the UNOPS representative and it included a combined mix of tools that allowed finishing the assessment during the allotted timeframe. These tools include:

- **Desktop review of over 200 documents provided by the Project Manager or found online**, including project documents (i.e. the project document, Annual APRs/PIRs, project budget revisions, mid-term review, Quarterly Progress Reports, Annual Work Plans, and Combined Delivery Reports with Encumbrance, among others) and country portfolio results (i.e. national strategic and legal documents, country progress and financial reports, etc.) considered useful for this evidence-based assessment (*see Annex 5 for the List of Documents Reviewed*).
- **Field Mission to Colombia to interview stakeholders involved in the project to support the country in an early action grant to complete Activity 3.2.1 of the Convention on Biological Diversity's (CBD) Programme of Work on Protected Areas (PoWPA)** by: 1) Establishing a permanent vocational training program for protected area managers; and 2) assessing additional capacity needs (*see Annex 2 for details of the Colombia Field Mission Itinerary and Annex 3 for a description of the Colombia Case Study*).
- **Skype interviews with the Project Manager and other relevant stakeholders** (*see Annex 4 for the List of Persons Interviewed*). It is important to note that these interviews were few because, at the time of this evaluation, many of the people involved in the country projects were no longer working for the organizations and the new hires did not have the knowledge or the time to hold interviews on the EAG PoWPA activities. For example, when organizing the Field Mission to Colombia, it was hard to get in touch with the people in charge of the project at the Universidad de Los Andes since both of them no longer work there. In addition, the person who gave the interview on behalf of the Colombia National Parks Service was hired after the project ended and requested to

have the questions beforehand to find out more about it. Likewise, the UNDP officer interviewed joined the organization at a later date and had little knowledge of the project.

2. Project Description and Development Context

2.1 Project Start and Duration

The Project Document was signed on 12 March 2007 with the effective starting date of April 2007. It ran, with two no cost extensions, until December 2015 to ensure that participating countries had sufficient time to complete their activities, and also to take advantage of the learning opportunities generated by this project, to ensure that the PoWPA products were incorporated into national plans and strategies for protected areas and biodiversity, and to share those lessons broadly, including at the IUCN World Parks Congress.

A Mid-Term Evaluation was conducted for this project at the end of 2009.

2.2 Problems that the Project Sought to Address

The Conference of the Parties (COP) of the CBD, at its 7th meeting in Kuala Lumpur, Malaysia in February 2004, adopted an ambitious Programme of Work on Protected Areas (decision VII/28). The overall objective of this Programme of Work on Protected Areas (PoWPA) was the establishment and maintenance of comprehensive, effectively managed, and ecologically representative national and regional systems of protected areas by 2010 for terrestrial and by 2012 for marine areas.

In its decision VII/20, *Further guidance to the financial mechanism*, the COP requested the GEF, respecting national targets and priorities, to support the implementation of the Programme of Work, and in particular to:

- (a) in collaboration with other donors, encourage increased support to address the long-term sustainability of protected areas, including through different mechanisms and instruments, to help achieve the target of securing, by 2008, sufficient resources to meet the costs to effectively implement and manage national and regional systems of protected areas;
- (b) further develop its portfolio on protected areas towards comprehensive, representative and effectively managed protected area systems addressing system wide needs; and
- (c) support country driven critical action by continuing to streamline its procedures and the provision of fast disbursing resources through expedited means.

The GEF Council requested proposals responding to point (c), and this *Supporting Country Critical Action* on Protected Areas project is a direct response to this request, based on broad stakeholder consultations and a Needs and Feasibility Assessment conducted in 2005 and supported by PDF B funds. The project was designed to establish a fast disbursing mechanism to assist eligible countries to undertake country-driven early actions to develop their capacity to fully implement the PoWPA and its rationale can be summarized as follows²:

² Project Document “*Supporting Country Action on the CBD Programme of Work on Protected Areas*”, p. 19

- The PoWPA is very ambitious, including many activities to be implemented by countries relatively quickly, with ultimate target dates of 2010 (terrestrial) and 2012 (marine).
- Several key PoW activities have 2006 deadlines.
- Few countries are so far taking either the urgent steps needed to meet the 2006 deadlines or the preparatory steps needed to achieve the later deadlines.
- While official donors and NGOs are mobilizing resources likely to contribute to the PoW, a significant number of recipient countries are expected to lack the capacity and/or resources to take the critical actions needed if the COP-7 goals and deadlines are to be met.
- A GEF-financed mechanism in the form of enabling activities supported by the proposed project could assist these countries, especially, LDCs and SIDS, to take these “critical actions.”
- The proposed project would complement other projects supporting protected areas under the GEF’s Biodiversity Strategic Priority 1: Catalyzing Sustainability of Protected Areas.

Therefore, the project aimed to enable eligible countries in need of assistance to launch early action in response to the COP-7 PoWPA that would not be addressed by other national programs and projects, including those supported by the GEF, by official donors and by international NGOs. It took a streamlined and transparent approach to facilitate prompt and effective action by eligible national governments.

It was defined that critical action in this sense included PoWPA activities with 2006 and 2008/9 deadlines, and those activities that clearly required critical action in preparation for meeting later deadlines. In addition, an assessment of funding gaps and needs for each activity was made. The following table³ lists the 13 COP-7 PoWPA activities, along with the overall PoWPA goals under which they fall, that were determined to be suitable for support under this project.

Table 1: COP-7 Programme of Work on Protected Areas: Activities Eligible for Funding

Goal 1.1	To establish and strengthen national and regional systems of protected areas integrated into a global network as a contribution to globally agreed goals.
Activity 1.1.1	By 2006, establish suitable time-bound and measurable national and regional level protected area targets and indicators.
Activity 1.1.4	By 2006, conduct, with the full and effective participation of indigenous and local communities and relevant stakeholders, national-level reviews of existing and potential forms of conservation, and their suitability for achieving biodiversity conservation goals, including innovative types of governance for protected areas that need to be recognized and promoted through legal, policy, financial institutional and community mechanisms, such as protected areas run by Government agencies at various levels, co-managed protected areas, private protected areas, indigenous and local community conserved areas.
Activity 1.1.5	By 2006 complete protected area system gap analyses at national and regional levels based on the requirements for representative systems of protected areas that adequately conserve terrestrial, marine and inland water biodiversity and ecosystems. National plans should also be developed to provide interim measures to protect highly threatened or highly valued areas wherever this is necessary.
Goal 1.2	To integrate protected areas into broader land- and seascapes and sectors so as to maintain ecological structure and function.

³ Project Document “*Supporting Country Action on the CBD Programme of Work on Protected Areas*”, pp. 20-21

Activity 1.2.1	Evaluate by 2006 national and sub-national experiences and lessons learned on specific efforts to integrate protected areas into broader land- and seascapes and sectoral plans and strategies such as poverty reduction strategies.
Goal 2.1	To promote equity and benefit-sharing
Activity 2.1.2	Recognize and promote a broad set of protected area governance types related to their potential for achieving biodiversity conservation goals in accordance with the Convention, which may include areas conserved by indigenous and local communities and private nature reserves. The promotion of these areas should be by legal and/or policy, financial and community mechanisms.
Goal 3.1	To provide an enabling policy, institutional and socio-economic environment for protected areas
Activity 3.1.1	By 2006, identify legislative and institutional gaps and barriers that impede the effective establishment and management of protected areas, and by 2009, effectively address these gaps and barriers
Activity 3.1.2	Conduct national-level assessments of the contributions of protected areas, considering as appropriate environmental services, to the country's economy and culture, and to the achievement of the Millennium Development Goals at the national level; and integrate the use of economic valuation and natural resource accounting tools into national planning processes in order to identify the hidden and non-hidden economic benefits provided by protected areas and who appropriates these benefits.
Activity 3.1.5	Identify and remove perverse incentives and inconsistencies in sectoral policies that increase pressure on protected areas, or take action to mitigate their perverse effects. Whenever feasible, redirect these to positive incentives for conservation.
Activity 3.1.6	Identify and establish positive incentives that support the integrity and maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation.
Goal 3.2	To build capacity for the planning, establishment and management of protected areas
Activity 3.2.1	By 2006 complete national protected-area capacity needs assessments, and establish capacity building programs on the basis of these assessments including the creation of curricula, resources and programs for the sustained delivery of protected areas management training.
Goal 3.4	To ensure financial sustainability of protected areas and national and regional systems of protected areas
Activity 3.4.1	Conduct a national-level study by 2005 of the effectiveness in using existing financial resources and of financial needs related to the national system of protected areas and identify options for meeting these needs through a mixture of national and international resources and taking into account the whole range of possible funding instruments, such as public funding, debt for nature swaps, elimination of perverse incentives and subsidies, private funding, taxes and fees for ecological services.
Goal 4.1	To develop and adopt minimum standards and best practices for national and regional protected area systems
Activity 4.1.2	Develop and implement an efficient, long-term monitoring system of the outcomes being achieved through protected area systems in relation to the goals and targets of this work programme.
Goal 4.2	To evaluate and improve the effectiveness of protected areas management
Activity 4.2.1	Develop and adopt, by 2006, appropriate methods, standards, criteria and indicators for evaluating the effectiveness of protected area management and governance, and set up a related database, taking into account the IUCN-WCPA framework for evaluating management effectiveness, and other relevant methodologies, which should be adapted to local conditions.

Consequently, this initiative was strategically and specifically targeted to assist countries that had not received GEF funding to take concrete steps for achieving effective National Protected Area Systems. Thus, the project was not simply aiming to fill in a resources/funding access gap,

but to catalyze the strengthening of policy and institutional frameworks and remove barriers, which would result in governments taking the necessary steps to create new and strengthen existing protected areas.

Hence, the project mainly addressed the 2004-2008/09 period of the PoWPA and supported the most critical actions required to achieve the outcome of effective and sustainable national systems of protected areas by 2012, covering five main themes: i) ecological gaps analysis; ii) financial sustainability; iii) protected areas management effectiveness; iv) governance; and v) institutional and policy reform, all of them with an emphasis on LDCs and SIDS.

2.3 Immediate and Development Objectives of the Project and Baseline Indicators

According to the Logical Framework, the project's **goal** was to assist eligible countries to achieve effective National Systems of Protected Areas in accordance with their commitments under the Programme of Work on Protected Areas (PoWPA) adopted by the Convention on Biological Diversity at its 7th meeting (COP-7). Table 2 shows the project's **objective, outcomes, outputs, indicators and baseline levels**.

Table 2: Project Objective, Outcomes, Outputs, Indicators and Baseline Levels

Objective and outcomes	Indicators	Baseline Level
Objective: To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.	13 Priority areas for PoWPA Supported <ul style="list-style-type: none"> assessed protected-area capacity needs and established capacity building programmes concrete steps taken to identify and put in place positive incentives that support the maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation concrete steps taken to mitigate and remove perverse sectoral policy incentives which undermine protected areas concrete steps to promote a broad set of protected areas governance types taken developed and established long term monitoring systems for the outcomes achieved through protected area systems in relation to the PoWPA gaps in national protected area system coverage identified and immediate interim measures to address these taken the contributions of protected areas to economy and culture and the achievement of the MDG's assessed 	0

	<ul style="list-style-type: none"> • total protected area financial needs and gaps assessed, and options for addressing them identified • legal and institutional gaps and barriers impeding the effective establishment and management of protected areas assessed • lessons learned on integration of protected areas into broader plans and strategies evaluated • national-level reviews of protected areas governance types undertaken • targets and indicators for protected areas delineated • methods, standards and criteria for evaluating the effectiveness of protected areas management and governance adopted 	
Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas.	<p>Average time lag between application and award receipt (average time for GEF project approval)</p> <p>Number of approved country funding proposals</p>	<p>3 years (average time for GEF project approval)</p> <p>0</p>
Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.	Number of funding awards to LDCs and SIDS (in percent of total funding awards given to LCDs and SIDS)	0%
Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Number of funding proposals using lessons from project implementation in other countries (in percent of total new proposals that contain references to experiences of previous projects)	0

Source: Author's own elaboration, based on Project Document and Project Implementation Reports (PIRs).

2.4 Main Stakeholders

The project's main stakeholders include inter-governmental, multi-lateral organizations and international non-governmental organizations that participated in its International Technical Review Committee (ITRC), the beneficiary countries, and other local civil society and non-governmental organizations. The participation and roles of these stakeholders are summarized in Table 3 below.

Table 3: Project Stakeholders

Type of Stakeholder	Role / Participation in the Project
International Technical Review Committee (ITRC)	<ul style="list-style-type: none"> • The technical review committee was composed of eight to ten representatives from the GEF Secretariat, GEF Implementing Agencies, GEF Executing Agencies, non-governmental organizations (NGOs), the Scientific and Technical Advisory Panel (STAP) roster, and other stakeholders with appropriate knowledge and experience. UNDP/GEF served as co-chairs of the committee. • The UNDP/GEF project team would pre-screen all applications against the announced eligibility criteria. • The technical review committee would evaluate all eligible proposals, applying the established selection criteria.
Co-Financing Institutions	<ul style="list-style-type: none"> • The following institutions committed co-financing in the Project Document: <ul style="list-style-type: none"> ○ The Nature Conservancy (TNC) contributed \$4,000,000 in cash. ○ The World Wide Fund for Nature (WWF) contributed \$36,000 in cash. ○ The Wildlife Conservation Society (WCS) contributed \$10,000 in kind. • However, the participating countries leveraged all together over \$6,000,000 in co-financing for their projects from governmental, non-governmental organizations and multilateral institutions.
Recipient Country Governments (*)	<ul style="list-style-type: none"> • 26 LDCs and SIDS received scoping grants of up to \$15,000 for the initial analysis of the PoWPA, in order to prioritize urgent protected area problems and formulate applications for subsequent support from the PoWPA Country Action grant scheme. • 47 countries received full grants of up to \$150,000 from this project to carry out activities within the 13 PoWPA Priority areas identified for support. Of these countries, 72% (34 out of 47) were LDCs and SIDS. • Submission of activity proposals. • Signature of a memorandum of agreement (MOA) with the UNOPS and UNDP/GEF for approved activities. • Implementation of approved activities. • Submission of a project completion report describing project outcomes and impacts using agreed indicators.
Civil Society Organizations/NGOs	<ul style="list-style-type: none"> • Wildlife Conservation Society, The Nature Conservancy, Birdlife International, Conservation International and the International Union for the Conservation of Nature (IUCN) were just some of the 65 NGOs affiliated with this project. • NGOs were responsible for implementation in some of the 47 countries, such as Afghanistan (Wildlife Conservation Society) and Papua New Guinea (The Nature Conservancy). • The role of NGOs has included: a) co-financing (i.e. The Nature Conservancy provided critical co-financing for the project at its inception); b) support to individual countries in completing projects, with many of the earliest products prepared with the support of NGOs, particularly for projects related to ecological gap assessments (i.e. Wildlife Conservation Society, for example, was instrumental in helping Afghanistan and Fiji

	<p>complete their gap assessments, BirdLife assisted Kiribati in their assessment, and The Nature Conservancy assisted the Solomon Islands and Papua New Guinea); c) support for learning (i.e. The Nature Conservancy has played a key role in supporting the e-learning modules and hosting e-course rooms).</p> <ul style="list-style-type: none"> • The IUCN's Theme on Indigenous Peoples, Local Communities, Equity and Protected Areas (TILCEPA) was present at many of the workshops, and collaborated on developing key steps for governance review of protected area systems. In addition, TILCEPA contributed in-kind support in developing the e-learning module on governance. • This project was part of a group of Civil Society Organizations and NGOs responsible for leading the World Parks Congress. Key partners included IUCN, the World Bank, and Conservation International. The World Parks Congress itself included over 6,000 participants. The stream led by the project manager (1 of 7 in the congress), included over 120 presenters from 120 different organizations.
Indigenous Peoples	<ul style="list-style-type: none"> • Indigenous peoples played a key role throughout the project, primarily at the national level with engagement in national-level projects. In particular, those countries that explored innovative, alternative governance as part of their Early Action Grant project included extensive consultations with indigenous and local communities. These included Antigua and Barbuda, Burundi, Comoros, Congo DR, Djibouti, Guinea, Maldives, The Gambia and Uganda.
Private Sector	<ul style="list-style-type: none"> • Partnerships with the private sector were somewhat limited. However, a consultant roster developed early in the project proved to be of value in matching countries with appropriately skilled consultants. The project manager actively sought to foster strong relationships with private consulting firms in order to service the needs of countries who relied on international consultants, particularly in the area of protected area valuation. • As part of the World Parks Congress, the project engaged with numerous businesses, large and small, to identify ways to minimize impacts of businesses on biodiversity and protected areas.
GEF Small Grants Programme	<ul style="list-style-type: none"> • The project manager participated in a 3-day retreat summarizing lessons from the SGP's COMPACT project. The project manager met with each of the 4 country representatives, and discussed potential ideas for better integrating their efforts with the Early Action Grant projects. • In July of 2012, the project manager attended a workshop of GEF Small Grants Programme recipients, and shared results of the Early Action Grant Project.
Other Partners	<ul style="list-style-type: none"> • The most significant partner has been the CBD Secretariat in the area of workshops and the e-learning module development. There has also been close collaboration with LifeWeb, the funding arm of CBD. For example, the project manager helped to connect LifeWeb staff with project partners as soon as their assessments were completed, and in several cases assisted with reviewing expressions of interest for funding.

	<ul style="list-style-type: none"> • Other major partners included the United Nations Environment Programme (UNEP) and the World Conservation Monitoring Centre (WCMC).
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(*) See Section 3.3 for a full list of Recipient Country Governments

Source: Author's own elaboration, based on Project Document and PIRs.

2.5 Expected Results

This project was expected to disburse up to \$9.4 million of GEF resources plus co-financing through funding amounts of up to \$250,000 per country, giving priority to supporting LDCs and SIDS (expecting that at least 50% of funding awards would be made to LDCs and SIDS).

An initial request for proposals (RfP) would be made within 3 months of project approval. The proposals would be selected by an international technical review committee. The first round of funding awards was expected to be announced in the first half of 2007. RfPs were projected to be held at least twice a year for up to three years, but it was hoped that all grants would be awarded within the first 18-24 months.

As part of the RfPs, LDCs and SIDS would be invited to apply for up to \$15,000 to undertake an initial scoping "gap analysis", an assessment of their current and expected biodiversity conservation activities during the period covered by the PoWPA in order to identify priority areas for support that could only be addressed with resources from this project. This gap analysis was considered an indispensable element of proposal preparation. However, any funds obtained for this purpose would be deducted from the funding award ceiling of \$250,000, bearing in mind that this was a funding limit per country, but not an entitlement. Once the gap analysis was completed, the country should proceed to proposal preparation using the results obtained.

The following table summarizes the expected results (targets) envisioned for the project at its inception, according to the Logical Framework Analysis.

Table 4: Project Objective, Outcomes, Outputs, Indicators and Expected Results (Targets)

Objective and outcomes	Indicators	Target
Objective: To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.	13 Priority areas for PoWPA Supported <ul style="list-style-type: none"> • assessed protected-area capacity needs and established capacity building programmes • concrete steps taken to identify and put in place positive incentives that support the maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation • concrete steps taken to mitigate and remove perverse sectoral policy incentives which undermine protected areas 	At least 35 countries undertake critical action on PoWPA

	<ul style="list-style-type: none"> • concrete steps to promote a broad set of protected areas governance types taken • developed and established long term monitoring systems for the outcomes achieved through protected area systems in relation to the PoWPA • gaps in national protected area system coverage identified and immediate interim measures to address these taken • the contributions of protected areas to economy and culture and the achievement of the MDG's assessed • total protected area financial needs and gaps assessed, and options for addressing them identified • legal and institutional gaps and barriers impeding the effective establishment and management of protected areas assessed • lessons learned on integration of protected areas into broader plans and strategies evaluated • national-level reviews of protected areas governance types undertaken • targets and indicators for protected areas delineated • methods, standards and criteria for evaluating the effectiveness of protected areas management and governance adopted 	
<p>Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas.</p> <p>Output 1.1: Funding awards to support critical action on protected areas PoW reviewed, selected, and under implementation.</p>	<p>Average time lag between application and award receipt (average time for GEF project approval)</p> <p>Number of approved country funding proposals</p>	<p>3 months</p> <p>> 10 per year (Years 1-3)</p>
<p>Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.</p>	<p>Number of funding awards to LDCs and SIDS (in percent of total funding awards given to LDCs and SIDS)</p>	<p>At least 50% of total funding awards are awarded to LDCs and SIDS</p>

Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Number of funding proposals using lessons from project implementation in other countries (in percent of total new proposals that contain references to experiences of previous projects)	At least 50% of new proposals in Year 2 and 3 contain references to experiences of previous projects
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Source: Author's own elaboration, based on Project Document

3. Findings

3.1 Project Design

3.1.1 Logical Framework, Assumptions and Risks

Given the magnitude and uniqueness of this project, which sought to provide a fast disbursement mechanism to help eligible countries to comply with their COP-7 CBD commitments, the logical framework, with its baseline and target values, seems adequate.

The baseline in this scenario was logically zero for all of the components, since the aim was to fill gaps in the commitments to the CBD's PoWPA. Therefore, the target countries and activities were those in which nothing had or was being done to achieve those goals.

One of the strengths of the project design was its focus on LDCs and SIDS, which are the countries generally lagging the most in both funding and capacities.

An important oversight of the project's design was that the Logical Framework did not consider any risk analysis. It does, however, include several assumptions (see *Table 5*), some of which did not prove to be altogether true for all countries, such as the "enabling national conditions for the design and implementation of critical action projects." This will be discussed in greater depth later on in Section 3.3.

Table 5: Objectives, Outcomes and Assumptions

Objective and outcomes	Assumptions
Objective: To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.	Enabling national conditions for design and implementation of critical action projects
Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas.	Countries have the capacity – or seek the necessary support from NGO partners – to prepare competitive funding applications

Output 1.1: Funding awards to support critical action on protected areas PoW reviewed, selected, and under implementation.	
Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.	LDCs and SIDS will have the enabling national conditions and political will to participate in project
Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Cooperation of project managers, government agencies, NGOs, and the media.

Source: Author's own elaboration, based on Project Document

3.1.2 Lessons from Other Relevant Projects

Annex 4 of the Project Document adequately offers a brief overview of the experiences, procedures, and lessons learned of two GEF-supported global granting mechanisms, the GEF Small Grants Programme (SGP) and the World Bank Development Marketplace (DM). It indicates how these mechanisms have informed the design and intended implementation of the UNDP GEF "Supporting Country Action on the CBD Programme of Work on Protected Areas" project.

The section presents how its institutional and management arrangements have been modeled as appropriate on the proven procedures of the DM and SGP, allowing for the differences between the "Supporting Country Action" project, which supports national governments, and the two primarily civil society granting programs. Among the best practices adopted for this project are public RfPs (in this case on a biannual basis), straightforward and comprehensible application materials and procedures, impartial and transparent project screening and selection with clear eligibility and selection criteria, and a voluntary project selection and approval committee composed of technical experts.

In a process aligned with the development of SGP country program strategies, each applicant country was required to prepare a work plan for the PoWPA that identified gaps and needs before funding from this project could be requested. Countries had to demonstrate that their planned activities built on and complemented existing and planned work of government, other national stakeholders, and international partners. These assessment and documentation requirements would help ensure multi-stakeholder participation and country ownership of the process.

3.1.3 Planned Stakeholder Participation

Although the Project Document does not include a specific section on stakeholder participation, this item was required as part of the applications from countries requesting Early Action Grants from the Project. In fact, one of the criteria evaluated by the Technical Review Committee was that: "Activities include partnerships with other, nongovernmental stakeholders (e.g., some type of multi-stakeholder National Implementation Support Partnership (NISP) in place)."

3.1.4 Replication Approach

According to the Project Document, its replicability was mainly ensured by Outcome 3, indicating that its aim was to serve a catalytic function by helping countries to initiate PoWPA activities and to complement those activities being implemented by the GEF, international conservation NGOs, and other donors. It is expected that by sharing the process of project design and implementation, countries should learn from each other's experiences and methods. Beyond this, participating countries would contribute to creating a replicability mechanism to leverage capacity, expertise, resources, and conservation financing for the achievement of the PoWPA and national and global systems of protected areas.

3.1.5 UNDP/UNOPS Comparative Advantage and Management Arrangements

This global project was implemented by UNDP and executed by UNOPS, using as necessary UNDP's existing Country Office infrastructure and services of both Headquarters (HQ) and Regional Coordination Units (RCUs). Given its experience as an Implementing Agency for GEF projects and, in particular, in managing the GEF Small Grants Program, the UNDP's Comparative Advantage to undertake this initiative is clear. The same applies for UNOPS as executing agency, with its vast experience supporting projects throughout the world.

The management arrangements for the project, according to the Project Document, would be organized under the following structure:

- **Project Implementation Unit (PIU)**: to be located in Bratislava and composed of a program manager and program assistant. The PIU would prepare, with the support of consultants as needed, the project website and application materials and guidelines, including established eligibility and selection criteria; publicize the availability of funds to support critical action on protected areas in eligible countries; create a simple monitoring and evaluation system that produces lessons learned and good practices to be shared among countries. Country outreach and communications would be accomplished through the UNDP RCUs and CO network and the CBD and GEF Focal Points. The PIU, which is also called Project Management Unit (PMU) in some later documents such as the PIRS, would be supported by UNOPS.
- **International Technical Review Committee (ITRC)**: composed of representatives from the GEF Secretariat, GEF Implementing Agencies, GEF Executing Agencies, NGOs, the STAP roster, and other stakeholders with appropriate knowledge and experience. The ITRC would meet either physically or virtually to review and approve the funding awards using the established transparent selection procedures.
- **UNDP Country Offices**: In country supervision would be provided by UNDP Country Office program managers supported by the UNDP Project Implementation Unit. Specifically, UNDP country offices would be asked to screen grant proposals to: (i) assess the risk of grant abuse; (ii) determine the standard financial control method to be used; and (iii) recommend where certain applicants should use a different, and approved, financial partner. In addition, the COs would conduct regular meetings with the recipient Government agency and M&E to make sure that funds were utilized properly and activities were progressing well.

3.2 Project Implementation

3.2.1 Adaptive Management

The project did not undergo changes to its overall design and its outputs remained the same during its implementation.

The only modification was the procedure for grant approval. As informed in the 2008 PIR, the *modus-operandi* of the International Technical Review Committee (ITRC) required streamlining. The ITRC consisted of high-level representatives of the: CBD Secretariat, GEF Secretariat, GEF STAP, World Bank, UNDP, key international NGOs, UNEP-WCMC, IUCN-WCPA. The initial ITRC process presupposed very basic screening of applications by the Project Management Unit (PMU), further subject to thorough application review by each ITRC member and a joint teleconference of all ITRC members to come to a consensus. The process turned out to be inefficient, in addition to multiple problems of emailing large files and technical problems during teleconferencing.

The problem was solved quickly, however. Before the second round, a streamlined ITRC procedure was approved, with the following key features:

- Using the criteria list, PMU would decide if the quality of the applications rendered them as ready for ITRC consideration. For applications considered not ready for ITRC considerations, the PMU would keep working with the Government until such time when the application would receive PMU recommendation for ITRC approval.
- The PMU would conduct a pre-review providing comments for each application in order to help the ITRC.
- Instead of emailing large files, the files would be uploaded to the project website, to be easily downloaded from it.
- The system of scoring and consensus building would be diverted away from teleconferences more to bilateral clarification of issues through emailing involving ITRC and PMU on the one hand, and PMU and country applicants on the other, preserving ITRC confidentiality on the one hand and PMU impartiality on the other.

According to the 2008 PIR, by observation of some ITRC members in the second round, the ITRC process became much less cumbersome and more efficient. Therefore, this was a wise decision that contributed to the smooth implementation of the project and the early achievement of outcomes 1 and 2 during the first two years of execution.

It is also worth noting that the change of the Project Manager, in 2009, did not interrupt the flow of activities and operations necessary for the successful implementation of this global initiative.

3.2.2 Partnership Arrangements

Through the ITRC, the project established solid partnerships with the CBD Secretariat, IUCN, WCMC, WCPA, and key international NGOs.

In addition, as mentioned in the stakeholders' section of this report, the grants allowed the project manager to create partnerships with governmental protected area departments and over 65 international and local NGOs that supported and brought in additional co-financing to the diverse initiatives that received funding for PoWPA activities.

3.2.3 Project Finance

The financial analysis of the project, according to the data provided by UNOPS, revealed an adequate expenditure of GEF funds (*see Table 7*), which is very close to what was estimated in the original Project Document (*see Table 6*). In fact, 76.55% of the GEF budget was spent on country grants (*see Annex 6 for a list of Amount of Grants Awarded by Country*). This is considered a positive result, since the number of applications from countries was unforeseen at the time the project was designed. However, the final figures prove that the project was not far off with its estimated original budget for this item.

Table 6: Original GEF Budget in the Project Document

ORIGINAL GEF BUDGET PRODOC		ORIGINAL GEF BUDGET PRODOC		
ACT1: Direct Country Support	USD 4,198,952.00	Grants	USD 8,000,000.00	85.11%
ACT2: LDCs/SIDS Direct Support	USD 4,257,352.00	Others	USD 1,400,000.00	14.89%
ACT3: Lessons Learned	USD 146,800.00		USD 9,400,000.00	100%
ACT4: Project Management	USD 796,896.00			
	USD 9,400,000.00			

Table 7: Actual Expenditure of GEF Budget During the Project

SUMMARY 2007-2015		SUMMARY 2007-2015		
ACT1: Direct Country Support	USD 2,872,468.43	Grants	USD 7,174,267.44	76.55%
ACT2: LDCs/SIDS Direct Support	USD 5,029,321.14	Others	USD 2,197,189.91	23.45%
ACT3: Lessons Learned	USD 78,086.60		USD 9,371,457.35	100.00%
ACT4: Project Management	USD 1,391,581.18			
	USD 9,371,457.35			

Although the budget for grants was fully allocated by 2009, the funds were not completely disbursed by 2011, which was the original end date for the project, for several reasons. First and foremost, there were five funding rounds (between 2007 and 2008), so those countries with activities approved in rounds three, four and five had a shorter period of time in which to complete their projects and assessments.

In addition, each grant was disbursed according to a multiple payment schedule agreed with the beneficiary country and the project had put into place three criteria countries had to meet in order to receive their next cash disbursement: a) they had to be spending the money already transferred; b) they had to demonstrate progress; and c) they had to be up to date on their reporting.

However, some delays in implementation were caused by unexpected difficulties faced by the countries, such as securing effective and well-qualified consultants, particularly in topics such as protected area valuation, or due to internal political turmoil. As a result, the completion of projects was spread out over time, with Afghanistan being the first country to finalize all of its projects, in 2010, while Timor Leste, the last one, held a final workshop by the end of 2014.

All of this, in turn, caused the global project to require extensions to allow the countries to finish their activities and, therefore, grant funds and other expenses continued to be disbursed up until 2015 (*see Annex 7 for a Detail of Project Expenditures Per Year Between 2007 and 2015*). This explains, for example, why the Project Management expenses were significantly higher than originally planned, because instead of lasting four years the project ended up extending for nine years.

It is worth noting that several countries submitted external or internal audit reports on how the grants were spent and most of them at least provided an account in their project closure reports, within the template given to them by the Project Manager. Therefore, this evaluator was able to see proof for many of the beneficiary countries of the correct expenditure of the GEF funds disbursed to them as part of this initiative.

In terms of co-financing, as mentioned in the stakeholders' section, the following institutions committed co-financing in the Project Document:

- The Nature Conservancy (TNC) contributed \$4,000,000 in cash.
- The World Wide Fund for Nature (WWF) contributed \$36,000 in cash.
- The Wildlife Conservation Society (WCS) contributed \$10,000 in kind.

However, after the project was launched, according to an Annex included in the 2009 PIR, the participating countries leveraged all together over \$6,000,000 in co-financing for their activities (*see Annex 8 for details on Co-Financing by Country*) from governmental, non-governmental organizations and multilateral institutions. This is deemed by the evaluator as a success of the project and evidence of the commitment of the countries with the initiative.

3.2.4 Monitoring and Evaluation (S)

The project complied with all of its required monitoring and evaluation reports.

The PIRs for all of its years of implementation were delivered in a timely manner and are quite thorough in conveying the project's progress, achievements and setbacks regarding the delay in implementation of the specific activities in some of the countries as well as the requests for no cost extensions in order to maximize the project's impact by participating with other initiatives (i.e. World Parks Congress, other GEF projects). This will be discussed in greater detail in Section 3.3.

Aside from an issue raised by a new Regional Technical Advisor (RTA) during the 2012 PIR regarding Quarterly Progress Reports (QPRs), overall these were delivered in a timely manner and project implementation was qualified by RTAs as Highly Satisfactory (HS) between 2008 and 2011, Moderately Satisfactory (MS) in 2012, and Satisfactory (S) between 2013 and 2015.

The Mid-Term Evaluation of the project was conducted at the end of 2009, in line with the expected timeframe.

3.2.5 UNDP and Implementing Partner Implementation / Execution (HS)

The implementation by UNDP and execution by UNOPS with the support of the UNDP COs was an adequate arrangement for such a global project, particularly given the UNDP's experience implementing the GEF Small Grants Program.

The project established a very efficient operational platform, which included the UNOPS officers at the headquarters, the Project Management Unit in Bratislava and local grant managers/project teams all over the world. This system proved effective and may be used as a model for similar environmental and non-environmental initiatives, both in the UNDP Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other regions.

3.3 Project Results

3.3.1 Overall Results (Attainment of Objectives) (HS)

This project was highly successful in achieving its objectives, hence its evaluation is "Highly Satisfactory." Overall, 51 countries benefitted with this initiative:

- **4 countries received only initial scoping grants** of up to \$15,000 for the initial analysis of the PoWPA, in order to prioritize urgent protected area problems and formulate applications for subsequent support from the PoWPA Country Action grant scheme.
- **22 countries received both initial scoping grants of up to \$15,000 and full grants of up to \$150,000** (from which the initial \$15,000 were deducted) to carry out activities within the 13 PoWPA Priority areas identified for support.
- **25 countries directly requested and received full grants of up to \$150,000.**

After the 26 initial scoping grants were given to LDCs and SIDS in 2008 (*see Table 8*), mostly of \$15,000 each, only four countries (Burkina Faso, Chad, Rwanda and Togo) did not apply for additional grants. It is worth mentioning that this project targeted these countries and achieved their participation, particularly since many of them had rarely, if ever, managed a GEF grant.

Table 8. LDCs and SIDS Awarded Initial Scoping Grants

Countries Awarded Initial Scoping Grants of up to \$15,000			
Afghanistan	Comoros	Maldives	Solomon Islands
Antigua and Barbuda	Congo	Mauritania	Timor Leste
Benin	Djibouti	Nepal	Togo
Burundi	Fiji	Papua New Guinea	Tonga
Burkina Faso	Guinea	Rwanda	Uganda
Cambodia	Kiribati	Samoa	
Chad	Lao PDR	Sierra Leone	

By the end of 2009, the project had already reached and surpassed the target for its objective of having "at least 35 countries undertake critical action on PoWPA," with 47 countries participating of the project, 57 grants (covering over 135 initiatives) approved in 5 rounds and spread across the 13 prioritized PoWPA activities, and all of the project funds allocated. Of these countries, 72% (34 out of 47) are LDCs and SIDS.

However, the final number of countries dropped to 45 because Paraguay changed its ministerial staff not once but twice during the implementation of the project and, in 2011, ended up defaulting entirely from the project. Meanwhile, Sierra Leone was never able to complete its work and has not responded, despite having received \$40,000 of the \$150,000 originally allocated funds.

Nevertheless, as tables 9 and 10 show, the results for the objective greatly exceeded the project's original expectation. It is worth noting that several countries undertook particularly critical activities, such as ecological gap assessments (22 countries) and assessments of the contributions of protected areas to economy and culture and the achievement of the Millennium Development Goals (MDGs) (12 countries).

Table 9: Final Results of Objective of the Project

Objective	Indicators	Baseline Level	Target	Final Level
Objective: To enable eligible countries in need of assistance to undertake critical actions in response to the Programme of Work on Protected Areas that complements but will not be addressed by other national programs and projects, including those supported by the GEF, by other official donors and by international NGOs.	13 Priority areas for PoWPA Supported	0	At least 35 countries undertake critical action on PoWPA	47
	<ul style="list-style-type: none"> assessed protected-area capacity needs and established capacity building programmes 			20
	<ul style="list-style-type: none"> concrete steps taken to identify and put in place positive incentives that support the maintenance of protected areas and the involvement of indigenous and local communities and stakeholders in conservation 			5
	<ul style="list-style-type: none"> concrete steps taken to mitigate and remove perverse sectoral policy incentives which undermine protected areas 			2
	<ul style="list-style-type: none"> concrete steps to promote a broad set of protected areas governance types taken 			18
	<ul style="list-style-type: none"> developed and established long term monitoring systems for the outcomes achieved through protected area systems in relation to the PoWPA 			6
	<ul style="list-style-type: none"> gaps in national protected area system coverage identified and immediate interim measures to address these taken 			22

	<ul style="list-style-type: none"> • the contributions of protected areas to economy and culture and the achievement of the MDG's assessed 			12
	<ul style="list-style-type: none"> • total protected area financial needs and gaps assessed, and options for addressing them identified 			8
	<ul style="list-style-type: none"> • legal and institutional gaps and barriers impeding the effective establishment and management of protected areas assessed 			16
	<ul style="list-style-type: none"> • lessons learned on integration of protected areas into broader plans and strategies evaluated 			4
	<ul style="list-style-type: none"> • national-level reviews of protected areas governance types undertaken 			10
	<ul style="list-style-type: none"> • targets and indicators for protected areas delineated 			6
	<ul style="list-style-type: none"> • methods, standards and criteria for evaluating the effectiveness of protected areas management and governance adopted 			8

Table 10: Summary of Countries Awarded Full Grants, Funding Rounds and PoWPA Activities

	1.1.1	1.1.4	1.1.5	1.2.1	2.1.2	3.1.1	3.1.2	3.1.5	3.1.6	3.2.1	3.4.1	4.1.2	4.2.1
	Targets and indicators	Assess PA governance	Gap assessment	PA integration	Promote diverse PA types	Assess legislative gaps	Assess PA values	Perverse incentives	Positive incentives	PA capacity	Sustainable finance	Long-term monitoring	Management effectiveness
SOUTH AMERICA (1)													
Colombia										2			
CENTRAL AMERICA (5)													
Belize **							2				2		
Guatemala					1				1	1			
Honduras					1		1				1		
Nicaragua			3										
Panama			1										
CARIBBEAN (6)													
Antigua and Barbuda **	2	2	2	2		2	2			5	5		
Bahamas **							1			1		1	1
Dominican Republic **			1							1	1	1	
Grenada **							1						
Jamaica **							2						2
St. Vincent and Grenadines **							2						
AFRICA (12)													
Benin *	4				4	4	5						
Burundi *		3			3	3			3				
Comoros * & **		4	4		4					4			
Congo DR *		2			2	5							
Djibouti *		2	2			2					2		
The Gambia *		1			1					1			1
Guinea *		3			3	3				3			5
Liberia *				1									
Madagascar *										4		4	
Mali *	2				2					2			2,5
Mauritania *			4		4	4							
Uganda *		4			4		5						
ASIA (11)													
Afghanistan *	2,5		2,5		2,5					2,5		2,5	
Armenia			2		2					2			
Cambodia *					2					2			2
Lao *						2	2				2		
Maldives * & **		2	2		2				2				
Mongolia	1		1							1	1		
Nepal *										4			
Tajikistan							1	1		1		1	
Thailand						4							
Timor Leste * & **	4	4	4							5			
Turkmenistan							3		3				
OCEANIA (8)													
Fiji **			4			4							
Kiribati * & **			5		5	5							
Micronesia **			1	3	3					1	1	1	1
Papua New Guinea **			2	2		2							
Samoa * & **			1		2				2	1			
Solomon Islands * & **			3			3							

Tonga **			5			5							
Vanuatu * & **						4							
EUROPE (2)													
Albania			2			2							
Bosnia & Herzegovina			3										

TOTAL: 45 COUNTRIES

Key to Table	
1	Round 1
2	Round 2
3	Round 3
4	Round 4
5	Round 5

LDC	SIDS
*	**

3.3.1.1 Outcome 1

As with the project's Objective, Outcome 1 surpassed its expectations after its first year of implementation (*see Table 11*). Indicators for this Outcome were monitored until the PIR 2009, since all project funds had been disbursed by then and the indicator was no longer relevant for the following years. Results show that the approval time averaged approximately 2 months per application, versus up to 3 years for GEF grants.

Table 11: Final Results Outcome 1

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 1: Eligible countries receive direct support for undertaking critical actions under the Programme of Work on Protected Areas.	Average time lag between application and award receipt (average time for GEF project approval)	3 years (average time for GEF project approval)	3 months	2 months	Within 2 months
Output 1.1: Funding awards to support critical action on protected areas PoW reviewed, selected, and under implementation.	Number of approved country funding proposals	0	> 10 per year (Years 1-3)	29 applications (Jun 07 – Jun 08)	57 total approved applications, across 47 countries (Jun 07 - Jun 09)

3.3.1.2 Outcome 2

As with the previous outcome, expectations for Outcome 2 were exceeded after its first year of implementation as well (see Table 12). Indicators for this Outcome were also monitored until the PIR 2009, since all project funds had been allocated by then and the indicator was no longer relevant for the following years.

Results show that:

- A total of 34 of the 47 (72%) countries are either LDCs or SIDS (or both)
- A total of 46 of the 57 (80%) of all grants awarded are to LDCs or SIDS

Table 12: Final Results Outcome 2

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 2: LDCs and SIDS are not disadvantaged by limited capacity in receiving direct support to undertake critical actions.	Number of funding awards to LDCs and SIDS (in percent of total funding awards given to LCDs and SIDS)	0%	At least 50% of total funding awards are awarded to LDCs and SIDS	65% (24 out of 37 countries)	72% (34 out of 47 countries)

3.3.1.3 Outcome 3

Outcome 3 also exceeded its expectations by 2009 and its indicators were monitored until that year (see Table 13). The project created a website (www.protectedareas.org) in order to share information and lessons learned from its activities, which is no longer available, but most of the learning materials and products have been migrated to both www.cbd.int/protected and to the NBSAP Forum (www.nbsapforum.net).

The delay in the execution of activities in some of the countries made it in turn difficult to have enough results and lessons to share by the original ending date of the project, which was set for 2011. However, as activities came to a close, the Project Manager was very creative and proactive in looking for additional ways to organize workshops and create links between countries in order to promote greater opportunities to share lessons learned and experiences. These initiatives are highlighted below and were adequately noted in the indicators for the PIRs of the following years (see Table 14).

One of the most noteworthy results of these efforts is the fact that, based on the lessons learned from this project, the Project Manager developed 17 e-learning modules that are registered on the NBSAP Forum (www.nbsapforum.net) and on www.conservationtraining.org and that have been accessed by more than 6,000 people throughout the world. Representatives from 100% of the countries from the Early Action Grant project are members of the NBSAP Forum, the online platform for exchanging lessons learned on protected areas.

Table 13: Final Results Outcome 3 PIRs 2008 - 2009

Outcome	Indicators	Baseline Level	Target	PIR 2008	PIR 2009
Outcome 3: Successful approaches to taking critical action on the Programme of Work on Protected Areas and lessons learned about project implementation disseminated and applied by countries	Number of funding proposals using lessons from project implementation in other countries (in percent of total new proposals that contain references to experiences of previous projects)	0	At least 50% of new proposals in Year 2 and 3 contain references to experiences of previous projects	5 (out of 8) country applications submitted in the 3rd round referred to experience of applications approved in rounds 1 and 2.	80.95% 17 out of 21 country applications submitted in the 4th and 5th rounds referred either experience of applications approved in rounds 1-3, or to their own experience if submitting a follow up grant.

Table 14: Outcome 3 Additional Indicators PIRs 2010-2014

2010	There were no new applications submitted in this round. However, countries continue to learn from each other. 40 of 47 countries (85%) attended one or more regional workshops aimed at strengthening capacity to implement various activities related to the Early Action Grant, and project staff and leaders participated in discussions and sharing of lessons at these workshops. 6 e-learning modules have been developed that incorporate lessons from across the portfolio, and a first draft of a UNDP publication has been developed that summarizes lessons learned.
2011	A workshop was held in Samoa to summarize lessons on gap assessments across all of the Pacific Island countries in the portfolio. A workshop on planning for protected areas, and sharing lessons learned in PA valuation and climate change adaptation was held in Senegal that included all of the West African countries in the project portfolio. The UNDP/GEF/CBD publication "Protected Areas for the 21st Century" was completed and published, and a side event was held at COP-10 in Nagoya. An additional 6 e-learning modules have been developed based on lessons from the project, and these are being integrated into CBD's capacity-building processes.
2012	<p>A series of 8 regional workshops, from July 2011 to June 2012, was held in conjunction with the CBD Secretariat, aimed at CBD PoWPA focal points. Many of the participants are associated with the Early Action Grant projects, and a number of project managers within this project have become CBD PoWPA focal points, in part through the communication efforts of the project. The workshops focused on translating the work that they have done through their different projects, and turning them into a national action plan on protected areas. Other topics in the course included protected area integration, climate change resilience planning through protected areas, protected area valuation and mainstreaming, and marine protected areas.</p> <p>A total of 14 modules have now been completed on the key topics included in the Early Action Grant project, in partnership with The Nature Conservancy and the Secretariat of the Convention on Biological Diversity. Over 3,000 learners and protected area professionals have accessed these modules to date, many of them national protected area agency staff and CBD focal points. The e-learning modules are supported in 5 languages, can be downloaded and printed offline, and have virtual course rooms for each module, in addition</p>

	to regional course rooms. These served as the basis for the curriculum in the CBD workshop series this past year.
2013	In addition, the project completed another 2 e-learning modules, available at www.conservationtraining.org (protected area management planning and protected area monitoring). These e-learning modules (16 in all) have been widely distributed and shared, and have been used by more than 4,500 practitioners across 175 countries. Topics include: PoWPA implementation, protected area design and gap assessment, trans-boundary protected areas, economic valuation, sectoral mainstreaming, corridors and connectivity, management planning, threats management, participation, policy, sustainable finance and business planning, appropriate technology, education and awareness, monitoring, marine protected areas, and climate resilience planning for protected areas. They are available in English, French, Spanish, Arabic and Russian. The modules were shared at an informational kiosk at COP-11, and viewed by more than 500 key conservation policy makers. They have also been incorporated into several trainings, as well as a Latin American-wide training course. In addition, based on the workshop series in 2011-2012, a total of 28 countries within the Early Action Grant portfolio developed in-depth protected area action plans. These are available at www.cbd/int/protected/actionplans/ . These PoWPA action plans, which build on the early actions in the Early Action Grant, will also form a component of each country's National Biodiversity Strategy and Action Plan (NBSAP), required for all countries by 2014.
2014	<p>The e-learning modules developed earlier in the project (see www.conservationtraining.org) continue to be used by practitioners around the globe as an engine for learning. As of June 30th, more than 6,000 learners had accessed the modules, from more than 175 countries. The most popular modules continue to be those related to climate change. As an example, WWF is using 5 of the e-learning modules in 2014 to host a virtual course on protected areas, management and climate change, focusing on Amazon countries, for 75 learners over 6 months, with a certificate. In addition, the popularity of the modules has catalyzed at least 3 organizations (IUCN, UNEP-WCMC and GIZ) to develop compatible and complementary modules on similar topics (including a module on law and legal issues for protected areas, one on protected areas and governance, one on targets and indicators, and one on spatial planning). There are now 22 e-learning modules registered on the NBSAP Forum and on www.conservationtraining.org, of which this project contributed 17.</p> <p>Representatives from 100% of the countries from the Early Action Grant project are now members of the NBSAP Forum, the online platform for exchanging lessons learned on protected areas (see www.nbsapforum.net). This forum has over 850 members from 180 countries. As of June, 2014, there were an average of 650 unique visitors to the site each month, with a visit rate of 8 pages per visit, lasting an average of 13 minutes. The project manager uploaded 150 protected area learning resources on this platform.</p> <p>The project manager was responsible for drafting and supporting two mid-sized proposals that provide complementarity to this project PIMS 5283 and PIMS 5320. Both of these were awarded by GEF during the period, as well as an additional project on resilience, funded by the Flemish government. These will build on lessons from the Early Action Grant project, and will further accelerate sharing of lessons learned.</p> <p>One of the main projects of 2013-2014 has been the World Parks Congress. This congress, which occurs once every 10 years, helps to shape the global agenda on protected areas. The project manager submitted a successful bid to lead one of 8 streams at this Congress, and will feature lessons from across the Early Action Grant portfolio.</p>

As mentioned in Table 14 above, one of the Project Manager's main achievements was to win a bid for a 6-day long stream in the World Parks Congress, held in Sydney, Australia, in 2015, which drew in total more than 800 participants, many from LDCs and SIDS. The focus of this extensive Congress was on the contribution of protected areas to MDGs and SDGs. The Project Manager led a team of 3 organizations (UNDP, World Bank and Conservation International) to guide Stream 5, involving over 120 presenters. All presentations were documented and posted on the NBSAP Forum as "best practices" (see <http://nbsapforum.net/#best-practices-search>). In all, 125 best practices were developed and uploaded under the project manager's leadership. In addition, through a collaboration with the UNDP Regional Service Center in Bangkok, 75 high-

quality professionally edited videos were recorded of many of the sessions at the World Parks Congress, and have been uploaded to <https://www.youtube.com/channel/UC-KOklyprmsuavAE5BMDp2A>.

In summary, the project has resulted in a lasting legacy of learning products, which include: a) 120 case studies and best practices on protected areas, highlighted on the NBSAP Forum (www.nbsapforum.net); b) a guide on managing protected areas in the face of climate change; c) a guide on managing protected areas for sustainable development; d) 75 professionally edited high-quality videos showcasing the contribution of protected areas to sustainable development; e) proceedings of the World Parks Congress and the Promise of Sydney; f) an e-learning module on protected area governance; g) a spatial planning tool that incorporates protected areas into broader spatial planning frameworks; h) a comprehensive guide on mobilizing resources for biodiversity and protected areas.

3.3.2 Relevance (R)

The project is relevant because it is in line with the Biodiversity Focal Area of the GEF, with Biodiversity Strategic Objective 1 and with all of its corresponding operational programs. In addition, it is specifically meant to assist GEF eligible countries, with an emphasis on LDCs and SIDS, to undertake country-driven critical actions to meet their commitments under the Programme of Work on Protected Areas adopted by COP-7 of the Convention of Biological Diversity.

3.3.3 Effectiveness & Efficiency (HS)

The fact that the project achieved and surpassed all of its targets by its second year of execution makes it deserve the rating of Highly Satisfactory. As previously explained, the delay in its closure was due mainly to no cost extensions requested by the participating countries to have more time to implement their activities and to take advantage of opportunities, such as the World Parks Congress, to showcase the project's results and share lessons learned during the process.

It is worth mentioning that the project's primary beneficiaries were LDCs and SIDS without prior exposure (or with minimal exposure) to the GEF. According to the 2008 PIR, this, together with the fact that the amount of funding offered per country was small, had two practical unforeseen effects: (1) raising implementation risks, and (2) explaining why political will and commitment of countries for the PoWPA were not always consistent, despite the stated (and formally endorsed) CBD goals. While overall the progress was highly satisfactory, delays in project deployment in some countries with difficult political and economic situations (e.g. a number of countries in the Pacific and Africa) remained a concern, demanding permanent attention of the Project Management Unit.

Initially, delays were caused primarily by technical and capacity issues, such as not having a local qualified consultant, or not having a clear methodology. In 2009, there was a strong project management emphasis on providing the technical support needed to each country, through direct support (in the form of guidance materials, finding consultants, reviewing draft reports). In 2010 and thereafter, there was also an emphasis on capacity building, but primarily through convening regional workshops to enable project managers and staff to meet one another, assess problems, and share their approaches.

This brings us back to the issue that no risks were considered in the Logical Framework during the Project Design phase. However, in the Quarterly Progress Reports (QPRs) some risks are

actually identified, with their corresponding management responses. These include, for example:

- a) Governments lack capacity to develop proposals. The project lacks proposals from LDCs and SIDS and thus have difficulty to ensure that at least 50% of the grant fund is disbursed with LDCs and SIDS.
- b) Countries (especially SIDS and LDCs) have higher national priorities (e.g. poverty, health) than implementation of the PoWPA
- c) Governments (particularly SIDS and LDCs) lack political will to implement the PoWPA
- d) The project lacks applications from SIDS and LDCs
- e) Governments lack capacity to undertake PA integration (1.2)
- f) Several of the countries (Thailand, Honduras, Guinea, Madagascar) have been undergoing political turmoil and conflict. (Added in 2009)

Of these, the only risks that posed major issues were a), e), and f). In the first case, the 2010 PIR notes that the “governments' capacity is still lagging, some delays in implementation are caused by difficulties in securing qualified consultants.” Regarding e), in 2009 the Project Manager developed a strategy for training each of the PoWPA project leaders involved with this action by partnering with the CBD Secretariat and developing 1-day training and materials, planned in October and November. Finally, for f), although in 2009 the situation was discussed with each of the PoWPA project leaders, who assured that delays would not affect the project, the issue remained the same in 2010 and difficulties in implementation persisted.

As the Project Manager pointed out: “One of the challenges in managing this project is the uneven pace of progress across countries, and the changing nature of the work as some countries progress as others fall behind. This has meant that management efforts need to not only continue focusing on technical capacity efforts, but also helping countries wrap up their projects and complete all requirements, while at the same time trying to develop frameworks, processes and products for effectively disseminating lessons learned to a wider audience.”

One inherent limitation was having a single person managing a project of this scope and magnitude. With a total portfolio of 47 countries, having only one person responsible for all aspects of financial delivery, product quality management, reporting and monitoring, knowledge management and broader partnerships resulted in a variety of tradeoffs in priorities. In addition to that, starting in 2012 the Project Manager had to split time between this initiative and another related GEF project focused on the development of National Biodiversity Strategies and Action Plans (NBSAPs). It is important to note, however, that the Project Manager successfully navigated these obstacles in order to overcome them and obtain highly commendable results in a unique initiative that has the merit of catering to the world's most lagging economies and disadvantaged societies, bringing them closer to the GEF mechanisms of cooperation.

Finally, an interesting insight provided by the Project Manager is that “the project was overly ambitious in assuming that countries could complete comprehensive assessments within a relatively short period, particularly since funding was staggered over 5 phases, so those in rounds 3,4 and 5 had only a short period of time in which to complete their projects and assessments. These challenges were compounded by difficulties in securing effective and well-qualified consultants, particularly in topics such as protected area valuation. These delays are not viewed as a weakness of the countries, but rather an inherent weakness in the initial expectations of the project.”

Nonetheless, the stakeholders interviewed for this evaluation had a positive opinion of the design and implementation of the project. For example, Sarat Gidda, Programme Officer at the Secretariat of the Convention on Biological Diversity (in charge of the Programme of Work on Protected Areas at the time the project was launched), commented that the project was key for the success of the Programme for several reasons: “First of all, when you want to implement something, you need to be very clear on what you want to implement, you need a clear focus. Second, you need funding, whether it is bi-lateral, multi-lateral or national. The third element you need for implementation is the capacity or support for undertaking that action on the ground. So, unless these three elements go hand in hand, the actual implementation never takes place on the ground. This is my most practical experience in the last thirty years in the government and secretariat system.

“When the countries come and agree so many things at the international global level, how is it possible for the countries to really deliver them? Because we found that implementation takes place, but often disconnected, not with a requirement to achieve a goal. They never really link available funding for actually undertaking those actions. Capacity building and technical support are the worst. The people who attend the capacity building and the people who will be doing the implementation are totally different. So, when the PoWPA was adopted, with the four programme elements, the 16 goals and 92 actions. These were not just a set of demands for the countries, but they provided a framework for partnership and they had different deadlines. So, how could a country undertake an action? Was it possible for them just to submit it under GEF 4 at the time? Or for bilateral funding?

“So, we requested the GEF and its implementing agencies in 2004 to start an Early Action Grant project because obtaining GEF funding regularly takes between two to three years. That is how the whole project was conceived. The GEF took about three years to figure out how to implement this and to disaggregate it from the normal course of things, etc. So, the selection of the activities was made and the ITRC was created to ensure eligibility, to very efficiently review the proposals and approve them within three months.

“Then, most importantly, once the countries had accessed funding from the project, there was a kind of clustering of them together. For example, five or six countries which are also implementing the gap analysis, or the ones implementing the sustainable financial plans, etc., were brought together and provided the necessary technical support by the Project Manager, who also acted as a true facilitator.

“I think the amount of money spent and the results achieved have been remarkable because the project has showcased how funding should actually be delivered, how focused action can really lead to the implementation on the ground, how we can do the implementation in an incremental manner.”

Another valuable aspect that should be replicated in future projects, in his opinion, was the role of the Project Manager, “who also worked like a technical support coordinator, developing the website, providing the tools, etc., as kind of a scientific and technical cooperation. And she also played a very important role in bringing the project coordinators together and allowing them to have peer-to-peer exchange, sharing their information and developments. That was really remarkable and we want to replicate it because if we really want to see actions in the ground, we need to start like that. It is important for countries to see the examples of others and to emulate them, particularly in regional and sub-regional projects.”

3.3.4 Country Ownership

Country ownership of this project is strong. First, because the grants are allocated to government parties of the CBD only, thus their commitment and status as signatory countries was a crucial element for participation. Second, the significant level of national and international co-financing obtained by all participating countries for their activities (*see Annex 8 for details on Co-Financing by Country*) is a good indicator of their ownership of the project. Third, the fact that only two countries defaulted (Paraguay and Sierra Leone) and did not complete their initiatives is proof that participants were overall highly committed with the initiative and made great efforts to overcome their disadvantages and obstacles in order to successfully finalize their PoWPA activities.

3.3.5 Mainstreaming

The project attained some important achievements in terms of mainstreaming other UNDP priorities into its results. The following are the main highlights:

Climate Change:

- Papua New Guinea developed an innovative and replicable approach by incorporating both climate change issues and ecosystem services into their ecological gap assessment. This approach was replicated in Timor Leste and Solomon Islands.
- A manual was produced on integrating climate change into protected area ecological gap assessments. This was circulated among representatives of all Pacific Island countries who attended a workshop with the Secretariat of the Pacific Regional Environment Programme (SPREP) convened by the project manager in Samoa in July 2010, focusing on climate change adaptation, gap assessments and protected area integration. Project managers from all nine of the Pacific countries in the region attended the workshop.

Eradicating Extreme Poverty and Hunger:

- Turkmenistan focused on sustainable tourism options around protected areas as a poverty alleviation strategy. In the Gambia, the project promoted engagement of villagers in rendering ecotourism services as a means of biodiversity-friendly livelihood.
- In Guatemala, the project identified one protected area which will be managed by the community, delegating to it the control over the resource base which sustains their livelihoods. In Mali, Maldives, Liberia, Honduras, and Congo DR, the project included testing protected area co-management models (involving full or partial control of the resource base by rural communities) and supported actions that reconciled economic livelihoods with biodiversity needs.
- In The Gambia, the project promoted Site Management Committees –councils of villagers to decide about the rules which should govern resource extraction, fine system for trespassers, and guard and ranger systems (composed of the villagers themselves) for protected areas.

Indigenous Communities:

- In Congo DR, Papua New Guinea, Samoa, Tonga, Vanuatu and Kiribati, the project worked on community protected areas involving indigenous communities. Under three PoWPA Activities (1.1.4, 1.2.1 but most importantly 2.1.2) the project engaged in consultations and collaboration with indigenous communities on matters of land ownership, conservation, and protected area management and planning.

Promoting Gender Equality and Empowering Women:

- In Samoa, the project set up a micro-finance revolving fund for biodiversity-friendly livelihoods. The fund targeted women as primary micro-finance beneficiaries. Partners also considered opportunities for combining the emerging biodiversity budget line of the fund with 'home improvement' loans, especially for re-located villagers. The Government of Samoa contributed to this in every possible way by providing cheap freehold land and assistance with socio-economic strengthening, in order to resolve social issues and to avoid as much as possible biodiversity unfriendly behavior.

Risk Management:

- Afghanistan employed a novel approach for its ecological gap analysis by incorporating issues of conflict, security, risk and opportunity.

3.3.6 Impact (S)

The final reports submitted by each country at the end of the project provided a good opportunity to identify primary and secondary impacts. The project had substantial primary impacts, such as the creation of new protected areas (i.e. Band-e Amir National Park, in 2009, in Afghanistan), the establishment of new sustainable finance mechanisms, the preparation of new protected area management plans, studies on the valuation of ecosystem services, and the creation of new governance mechanisms, to name a few.

In Cambodia, for example, the project resulted not only in a new southern corridor in the Central Cardamom Mountains in the Kampong Speu and Koh Kong Provinces, but also changed how protected areas and adjacent forestlands are managed to ensure better connectivity and integration. In addition, the project built capacity at all levels including protected area managers, mid-level and senior government officials as well as local judges and law enforcement agencies, who now have greater appreciation of the role of protected areas and better enforce related legislation to prevent threats to natural resources, such as logging and hunting.

Indeed, capacity building was one of the project's strongest areas, with 20 initiatives in the portfolio and 17 e-learning modules that were not originally a part of the project but have benefitted more than 6,000 practitioners, including representatives from all of the countries participating in the project. Thus, these e-learning modules became one of the project's most significant products for expanding its impact.

One outstanding example was Colombia, which initially developed a comprehensive training and capacity-strengthening program for protected area staff through this project. After the project was completed, the parks department decided to expand the project and has used the e-learning modules to conduct training for all protected area staff on key issues, such as climate change

adaptation and resilience through protected area planning (see *Annex 3 for details on the Colombia Case Study*).

Among the secondary impacts mentioned in the reports, many countries highlighted that the project catalyzed political will among top leadership, fostered better inter-agency and intra-agency coordination, and promoted better community relations and engagement, to name a few.

An unexpected result of the project has been the strengthened ability of countries to effectively engage with the GEF. Through the more than 20 workshops held throughout the project, there was a distinct evolution in the awareness of, and ability to engage with, GEF procedures. In one training, for example, PoWPA focal points from more than 40 of the countries in the portfolio were provided with basic training on how to access GEF funding, how to understand their allocation, and how to tie the results of their assessments to new proposals. As a result, national protected area staff are better equipped to write GEF proposals, and several of the assessment results were translated into GEF-5 proposals.

In addition, this project assisted 8 of the Early Action Grant projects in accessing GEF funding for strengthening protected area planning through the development of proposals to the GEF for National Biodiversity Strategies and Action Plans (NBSAPs). These included: Guatemala, Honduras, Belize, Fiji, Nicaragua, Panama, Colombia and Micronesia. All of these funding proposals were successful.

In terms of the impacts of the global project on biodiversity, although these are hard to quantify, it can be said that its grants strengthened protected areas in seven of the 200 Global ecoregions and that the demonstration sites in these seven ecoregions amounted to 8 million ha.

3.3.7 Sustainability (L)

Since the inception of the project, the Programme of Work on Protected Areas has largely been eclipsed by the Convention on Biological Diversity's Strategic Plan and, more specifically by Aichi Biodiversity Target 11 on protected areas and the PoWPA is largely viewed as having served its purpose in laying out a set of key actions. Although Target 11 includes all of the main elements of the PoWPA, there is less political traction and a risk that the PoWPA work may be viewed as not directly relevant to the Aichi Biodiversity Targets.

However, the Project Manager actively focused on helping to bridge that gap by highlighting lessons and best practices from across all of the projects, and putting these in the context of planning for National Biodiversity Strategies and Action Plans (NBSAPs) and achieving Target 11 (among other Aichi Biodiversity Targets), taking advantage of her parallel participation in a related GEF project aimed at developing NBSAPs.

Some important actions taken by the Project Manager to ensure sustainability include:

- **Conception of the NBSAP Forum (www.nbsapforum.net):** The project manager conceived a global framework for sharing lessons on protected areas and other biodiversity-related issues. This idea has gained wide traction and was launched at COP-11 with support of key leaders from the CBD Secretariat, UNDP and UNEP. The Project Manager conducted and/or supported more than a dozen NBSAP peer reviews that were requested by countries, with a particular emphasis on the integration of protected areas and PoWPA action plans into NBSAPs. At the same time, the Project Manager has

ensured that all countries in the Early Action Grant project are members of the NBSAP Forum, putting special emphasis on project coordinators.

- **Resource mobilization for protected areas:** Mobilizing adequate resources continues to be a major challenge for all of the countries in the project. The risk is that the initial investment in completing the key PoWPA assessments under the project (e.g., governance assessment, gap assessment, capacity assessment, etc.) will not be followed through, either by the national government or with follow-up GEF proposals. The project manager began to address this risk by a) developing a methodology for mobilizing financial resources for biodiversity, including for protected areas; b) rolling out this methodology by conducting 4 regional workshops, reaching over 100 countries, in collaboration with the Secretariat of the Convention on Biological Diversity, focusing on integrating biodiversity planning and protected areas into resource mobilization efforts, including the steps of expenditure review, costing of key strategies and actions, and identifying resource mobilization mechanisms; c) developing a 'quick guide' on the methodology that was distributed to more than 100 key practitioners.
- **The Biodiversity Finance (BIOFIN) Workbook:** Developed by the Project Manager, this methodology was tested in Uganda (as well as 11 other countries not in the Early Action Grant project), in 2013, and then rolled out to all countries across the portfolio via the NBSAP Forum. This 100-page methodology, along with accompanying learning materials, is already under implementation and will enable countries to identify the cost of protected area implementation, as well as specific steps for mobilizing resources.

All of these initiatives and efforts make the project's sustainability deserve its rating of Likely, since they are at present still contributing to build on the work developed in the context of the project and expand actions to enhance the conservation of biodiversity in participating countries.

In addition, Sarat Gidda, of the CBD, agrees that the emphasis is now being placed on attaining the Aichi Targets and that will be a real challenge to which this project has definitely contributed a solution. "If I have such a kind of focused requirement, then I pose the particular actions under the GEF 6 allocation and see what the benefits of the implementation of that project will accrue for actually achieving the Aichi Targets by 2020 and the Sustainable Development Goals. So, this project has really taught us how when we channelize the funding, linked with focused action, linked with the technical implementation support, then we achieve our goals," he said.

4. Conclusions, Recommendations & Lessons

This global project was highly successful in achieving and surpassing the targets for all of its objectives and outcomes by its second year of implementation, achieving significant impacts that will likely have sustainability in the long term in participating countries.

It is particularly noteworthy that the project focused on LDCs and SIDS, which are generally the most disadvantaged countries and the least exposed to or familiar with GEF funding. This choice was a bold one that presented challenges, such as delays in the implementation of several of the project's activities mainly due to the lack of capacity within those countries to perform them or to find adequate national or international consultants. Nevertheless, these obstacles were overcome in a very professional manner by the Project Manager, who had the skill and will to work with the countries in order to help them bring their activities to closure while also providing

them with access to extensive learning resources, which is a great example of one of the project's best practices.

Another important element of the project was the fact that most country projects combined theory (development of legislation and guidance) with practice (demonstration activities at the level of concrete protected areas). The project did a great job in steering country applicants towards a careful combination of activities and of sites, so that most of the country activities did have ecological value and a certain degree of ambition, yet remained within the country-tailored governance and policy context. This was especially important for many SIDS and African countries that engage local communities in PA management and/or co-management. The other factor that was key to the success of the project was that most country grants focused on just 1 to 3 PoWPA Activities, rather than spreading resources thinly across more.

In fact, the project mechanism, with its grant-based character and ITRC as the decision-making body, is in itself a model for the implementation of other such global projects, as it brought together donors, international agencies, governments, and civil society to work on the implementation of key aspects of the PoWPA. This may very well be replicated in other initiatives aimed at achieving fast progress in other worldwide development agenda.

Indeed, by working in very close collaboration with the CBD secretariat, The Nature Conservancy and other key partners, this project was able to take advantage of training, learning and dissemination opportunities, and to tailor opportunities specifically to the objectives of the project.

In my opinion, one of the most important lessons from the project is that there is a great need to build and strengthen capacities among LDCs and SIDS and that more efforts should be made to include them in these types of global projects, which can benefit them and bring them closer to GEF culture and funding to promote the conservation of biodiversity.

Other lessons learned include the following:

- *Adequate staffing:* A project of this size and magnitude requires more than a single manager. In particular, it is helpful to have an administrative staff who manages budgets, annual reports, audit reports, evaluations and administrative duties, and a technical staff who manages content, learning and technical support.
- *Realistic timeframe:* Working with mostly LDCs and SIDS can be inherently time consuming. In similar projects in the future, a more realistic timeframe should be established, with all disbursement taking place as early in the project as possible, since the countries that received funding in the later rounds had less time to finish their activities.
- *Risks:* Any future project of this size, particularly involving LDCs and SIDS, should consider risks from its inception. For example, during the implementation of this project several of the countries in the portfolio experienced political instability and upheaval which were unforeseen and delayed its execution. The Project Manager did an excellent job navigating through these obstacles and risks were taken into account in the project's Quarterly Progress Reports (QPRs), but these and other risks, such as variable capacity, should be included into the design of these types of projects.

5. Annexes

Annex 1: Terms of Reference

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation.

These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the project: Supporting Country Early Action on Protected Areas (UNDP PIMS 3273; GEF ID 2613).

Objective and Scope

Project background: In direct response CBD COP-7 decisions, the project is designed to establish a fast disbursing mechanism to assist eligible countries to undertake country driven early actions in line with the Programme of Work on Protected Areas.

Project goal: The overall goal of the project is to contribute to support eligible countries to develop their capacity to fully implement the Programme of Work on Protected Areas, as adopted by COP-7.

Project objectives: The project's objectives are to assist eligible countries to undertake early action through the implementation of a set of agreed key activities identified in the Programme of Work by the agreed deadline of COP-8 in 2006, and through this to create the enabling conditions necessary for full implementation of the Programme of Work on Protected Areas. The project aims to enable eligible countries in need of assistance to launch early action in response to the COP-7 POW on protected areas that will not be addressed by other national programs and projects, including those supported by the GEF, by official donors and by international NGOs. The project takes a streamlined and transparent approach to facilitate prompt and effective action by eligible national governments.

The Terminal Evaluation (TE) will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

Evaluation Approach and Method

An overall approach and method for conducting project terminal evaluations of UNDP supported GEF financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported, GEF-financed Projects. A set of questions covering each of these criteria have been drafted and are included with this TOR. The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report. The evaluation must provide evidence based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal points, UNDP project team, UNDP GEF Technical Adviser and key stakeholders.

The TE will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, mid-term review, progress reports, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment.

A full list of documents will be provided to the successful candidate.

Evaluation Criteria and Ratings

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework, which provides performance and impact indicators for project implementation along with their corresponding means of verification.

The evaluation will at a minimum cover the criteria of: relevance, effectiveness, efficiency, sustainability and impact. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary.

Project Finance/Co-finance

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator will receive assistance from the Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Mainstreaming

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender.

Impact

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.

The evaluation report must include a chapter providing a set of conclusions, recommendations and lessons.

Implementation Arrangements

The principal responsibility for managing this evaluation resides with the Project Manager. The UNOPS Office will contract the evaluator while the Project Manager will ensure the timely provision of key information.

The TORs that will be provided will indicate evaluation timelines and more detailed information.

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'

[Annex 2: Colombia Field Mission Itinerary](#)

DAY 1: SATURDAY JUNE 18

TRAVEL TALCA – SANTIAGO BY BUS
OVERNIGHT HOTEL HOLIDAY INN AEROPUERTO

DAY 2: SUNDAY JUNE 19

TRAVEL SANTIAGO - BOGOTÁ
FLIGHT AVIANCA (AV 116)
OVERNIGHT HOTEL 84 DC

DAY 3: MONDAY JUNE 20

INDEPENDENT WORK AT THE HOTEL

OVERNIGHT HOTEL 84 DC

DAY 4: TUESDAY JUNE 21

5:00 P.M. MEETING AT THE HOTEL WITH **PATRICIA LONDOÑO-RIVERA**, FORMER DIRECTOR OF THE MASTER OF ENVIRONMENTAL MANAGEMENT AT UNIVERSIDAD DE LOS ANDES, AND **OLGA LUCÍA GARCÍA**, FORMER MASTER COORDINATOR AT UNIVERSIDAD DE LOS ANDES.
(HOTEL MEETING ROOM RENTAL)

***Note:** Patricia Londoño-Rivera couldn't attend the meeting because she fell sick.*

OVERNIGHT HOTEL 84 DC

DAY 5: WEDNESDAY JUNE 22

8:00 A.M. MEETING WITH **JULIA MIRANDA**, DIRECTOR OF COLOMBIA NATIONAL PARKS SERVICE, AND **LAURA GARCÍA LEÓN**, COORDINATOR OF INTERNATIONAL AFFAIRS AND COOPERATION OF COLOMBIA NATIONAL PARKS SERVICE (CALLE 74 #11-81 PISO 8)

***Note:** Julia Miranda had to cancel her attendance because the Minister asked her to go negotiate with some indigenous communities at El Cocuy. Laura García León moved the meeting to another location downtown where she had to attend an event that started at 9:00 a.m. (Club de Ejecutivos de Bogotá, Carrera 7 No. 26 – 20, Piso 34)*

11:00 – 12:00 MEETING WITH **JIMENA PUYANA**, SUSTAINABLE DEVELOPMENT OFFICER, UNDP-COLOMBIA (AVENIDA CALLE 82 #10-62)

OVERNIGHT HOTEL 84 DC

DAY 6: THURSDAY JUNE 23

TRAVEL BOGOTÁ – SANTIAGO
FLIGHT AVIANCA (AV 241)
OVERNIGHT HOLIDAY INN AEROPUERTO

DAY 7: FRIDAY JUNE 24

TRAVEL SANTIAGO – TALCA BY BUS

[Annex 3: Colombia Case Study](#)

“Capacity building for managing Protected Areas in Colombia”

Colombia was selected as the case study for this evaluation because it was one of the most successful and organized countries in achieving the objectives of the project submitted for funding from this global initiative. In addition, it is within the region where the evaluator is located, thus facilitating travel logistics and ensuring a minimum use of scarce time and financial resources. The following people were interviewed during the Field Mission:

- **Olga Lucía García**, who was Master Coordinator at Universidad de Los Andes at the time and now works for Biocomercio Colombia, an NGO that was created as a result of this project to promote alliances that will strengthen the trade of sustainable biological products from the country.
- **Laura García León**, Coordinator of International Affairs and Cooperation of Colombia National Parks Service, who joined the institution after the project had ended.
- **Jimena Puyana**, Sustainable Development Officer, UNDP-Colombia, who joined the institution after the project had ended.

Project Execution

Colombia applied on September 7, 2007, during the second round of funding of the Early Action Grant global project, to receive \$138,000 to develop two outcomes within Activity 3.2.1 of the PoWPA: completing national protected-area capacity needs assessments, and establishing capacity building programs on the basis of these assessments including the creation of curricula, resources and programs for the sustained delivery of protected areas management training.

Additional co-financing leveraged by the country according to its application totaled \$167,000 (*see table below*). It is worth noting that all funds committed were spent and that, according to the financial audit of the project⁴ (conducted in May 2012), the National Parks Service disbursed 46% more than what it had originally offered for the project, while WWF-Colombia disbursed

⁴ Universidad de Los Andes, 2012. AUDITORIA FINANCIERA – PROYECTO “CONSTRUCCIÓN DE CAPACIDADES PARA FUNCIONARIOS DE ÁREAS PROTEGIDAS DEL SINAP EN COLOMBIA”. Abril-Mayo de 2012

24% less. The Moore Foundation, originally listed as one of the co-financing NGOs, does not appear to have contributed any funds.

Co-financing total:	US \$167,000, including:
Government	Unidad de Parques Nacionales Naturales -MAVDT: US\$50,000
NGOs	WWF: US\$35,000 Patrimonio Natural Foundation: US\$50,000 Moore Foundation: US\$22,000
Other (education)	Universidad de los Andes: US\$10,000

Laura García León, Coordinator of International Affairs and Cooperation of Colombia National Parks Service, explained that all funds were managed by the Patrimonio Natural Foundation, which is in charge of managing international funds or donations received by the National Parks Service in order to separate them from the national budget.

The project was originally scheduled to run from October 1st, 2009 until June 30, 2010, but a first extension was requested in November 2010 and approved in December 2010. A second extension until September 2011 was granted on August 1st, 2011. The delays in its implementation were due to the need to allow more people to take part of the training activities and to spend funds that were still pending.

Project Description and Results

The project in Colombia was split into two outcomes with their corresponding objectives:

- 1) Outcome 1:** Establish permanent vocational training programme for PA managers
 1. Strengthen the technical and managerial skills for managing PAs in Colombia.
 2. Update and promote conceptual and methodological developments in biology of conservation and its practical application in PAs.
 3. Build skills and abilities needed for the strategic management of PAs.
- 2) Outcome 2:** Assess additional capacity needs
 4. Identify training gaps and needs in specific areas and aim for the sustainability of the training project as a support of the administration of the SINAP in the context of the Convention on Biological Diversity's (CBD) Action Plan.

Results for Outcome 1:

The Certificate Program design was finalized and led by a Steering Committee composed of WWF Colombia, National Parks, Patrimonio Natural Fund and Los Andes University. The training course had two components:

- i) **Conservation Biology**, covering principles of conservation biology; landscapes; vulnerability and risks (fragmentation, vulnerability, vulnerability to climate change); management tools (restoration); environmental economics; valuation; payment for ecosystem services; integration.
- ii) **Management/Leadership Skills**, covering negotiation; leadership; strategic and critical

thinking; communication; work-team.

The courses were offered in the following dates and places:

- Chingaza Natural Park, Cundinamarca (June 1 – 10, 2009)
- Iguaque Flora and Fauna Sanctuary, Boyaca (August 24 – September 2, 2009)
- Otún Quimbaya Flora and Fauna Sanctuary, Risaralda (September 14 – 23, 2010)
- Los Andes University, Bogota (June 13 – 18, 2011; September 12 – 17, 2011)

The first three locations are protected areas in different ecological environments. Laura García León explained that they were chosen so that participants could learn about their particular biological characteristics as well as about the communities that surround them.

A total of 118 students were selected by the Project Steering Committee from a wide range of organizations, including the National Parks Authority, NGOs, regional environmental authorities and indigenous communities. In terms of origin, 76% (90) of the participants came from the National Parks System, 20% (24) from NGOs and 4% (4) from Regional Environmental Authorities. The selected candidates were divided into four groups.

According to the final country report, not all candidates were able to take the courses on the dates scheduled. For this reason, 55 participants attended the Conservation Biology component, while all 118 students attended the Management Skills component. This information was confirmed by Olga Lucía García.

Results for Outcome 2:

A capacity needs assessment for Colombia's PA managers was conducted by interviewing and applying online surveys to representatives from key institutions (National Parks Service, NGOs, regional environmental authorities, Humboldt Institute, Patrimonio Natural Fund) in relation to PA management. In addition, surveys were conducted to the training program participants.

The results revealed the following topics should be incorporated in future training programs:

- Negotiation and conflict resolution
- Strategy and management
- Environmental policy and management
- Socio-ecological sustainability
- Environmental economics
- Climate change
- Functional biodiversity
- Property land rights
- Agrobiodiversity

According to the final country report, the capacity needs assessment helped to design a second phase for the project introducing changes to the first component of the training program on Conservation Biology. In addition, specific actions were identified that will strengthen training initiatives in the future, such as:

- Promote training and learning exchanges in the context of already subscribed partnerships with community-based organizations.
- Exchange and systematization of protected area management experiences using mechanisms such as case studies development, promoting graduation projects, through internships and by offering consulting services, with the support of the Los Andes University Management Development Division and the Master of Environmental Management program.
- Incorporate a broader view in future training sessions based on territorial environmental planning and territorial management.
- In addition, specific activities will be conducted in order to train directing group members from the National Parks Service and other national and local NGOs, as well as local NGOs and environmental public sector representatives and community leaders.

Lessons Learned

Beyond the participants trained, the project achieved an interesting collaboration between the National Parks Authority, NGOs and academia (through the Universidad de Los Andes), which provided several important lessons learned that will contribute to future training efforts in Colombia and, perhaps, in other countries as well. Some of them include:

- A key success of the program was to first work from the person, then from the knowledge and finally from the action on participants' personal and professional environments.
- Bringing people together from different backgrounds, geographical areas, vocational training and organizations (public, private and NGOs), enriched the learning experience and practice, and promoted expansion of networks and new perspectives on conservation strategies.
- A partnership between the academy (Los Andes University) and agencies responsible for PA management in Colombia, enabled exchange of methodologies and perspectives, interaction among teachers and construction of new knowledge and synergies based on these interactions.
- The organizations involved should establish budgets that allow continuity of the program.
- As a second phase, it is important to bring together environmental authority officials with local and regional community leaders, indigenous people and local NGOs representatives.
- Developing the program in the regional and local levels offers access difficulties and a lack of high-level training in the topics addressed by the program, as well as essential leadership and management skills required for PA administration, especially in remote areas.
- Challenges related to coordination among participating organizations which have different approaches to training had to be addressed.

Project Impacts

The project was also successful in achieving long-term impacts. For example, as Laura García León explained, the National Parks Service has provided continuity to the training program by ensuring that all of its personnel benefits from the online learning modules developed through the global project. "Through them, we have been able to reach many people with the same topics covered by the Colombia project, as well as with others that have come up since then, particularly climate change and its effects," she said.

It is difficult, however, for the National Parks Service to take on large-scale training efforts such as the one carried out through this project with the funds assigned through the national budget because these vary each year. Hence, they mostly rely on the possibility of obtaining grants through other international projects for these purposes.

The experience had positive impacts for Universidad de Los Andes as well. Olga Lucía García commented that the alliance with the National Parks Service was very good and that the university was able to adapt training modules that were very well evaluated by the participants. In light of the success achieved, the university created a Master of Environmental Management that is still being offered based on the principles that guided this training effort, which had a strong emphasis on the development of managerial and “soft skills”, together with the biological components. To date, she said, six people of the original project group have graduated from the Master’s program and more have enrolled because they heard of the project and wanted to learn more. “Therefore, the concepts are still being disseminated and the managerial skills are still being developed from the environmental and project management perspectives,” she said.

Likewise, Jimena Puyana, Sustainable Development Officer at UNDP-Colombia, also had positive comments on the project, although she joined the organization after it had ended. Nonetheless, she mentioned that the UNDP is currently executing, together with the National Parks Service, two GEF-funded projects that build on this one.

[Annex 4: List of Persons Interviewed](#)

During the Field Mission to Colombia:

- **Olga Lucía García**, former Master Coordinator at Universidad de Los Andes
- **Laura García León**, Coordinator of International Affairs and Cooperation of Colombia National Parks Service
- **Jimena Puyana**, Sustainable Development Officer, UNDP-Colombia

Via Skype:

- **Jamison Ervin**, Project Manager, Early Action Grant Project
- **Sarat Babu Gidda**, Programme Officer, Secretariat of the Convention on Biological Diversity (in charge of the Programme of Work on Protected Areas at the time the project was launched)

[Annex 5: List of Documents Reviewed](#)

GENERAL INFORMATION:

1. Classification of Countries by Major Area and Region of the World United Nations Population Division
2. Project-Level Evaluation Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects

PROJECT DOCUMENTS:

3. 3273 Final ProDoc CEO endorsement and Annexes_21Dec2006
4. Mid Term Evaluation of the UNDP-GEF Global Project entitled: "Supporting Country Action on the Convention on Biological Diversity Programme of Work on Protected Areas" PIMS 3273; GEF ID:2613, January 4, 2010, Jeffrey Griffin
5. Annual Project Reports (APRs) / Project Implementation Reviews (PIRs) 2008-2015 (8 documents)
6. Approved country grant applications (58 applications)
7. Annual Work Plans (AWP) 2007-2014 (8 documents)
8. Combined Delivery Reports with Encumbrance (CDRs) 2007 to 2010 (4 documents)
9. Annual budget revisions 2008-2014 (8 documents)
10. Quarterly Project Reports (QPRs)
11. 3273 Request for no-cost extension for PIMS 3273 2013
12. Request for no-cost extension for PIMS 3273 2014 to 2015

COUNTRY PORTFOLIO RESULTS:

Colombia:

13. Project Completion Report Colombia
14. Auditoría Financiera – Proyecto "Construcción de Capacidades para Funcionarios de Áreas Protegidas del SINAP En Colombia", Abril-Mayo de 2012
15. "Capacity building for managing Protected Areas (PAs) in Colombia", October 2011
16. update report UNDP 12th July 2011
17. update report UNDP 26th October 2011
18. Informe de Avance 2009 del Cumplimiento del Programa de Áreas Protegidas en el Marco de la Decisión VII 28 del Convenio de Diversidad Biológica

Guatemala:

19. Biodiversidad Terrestre de Guatemala: Análisis de Vacíos y Estrategias para su Conservación.
20. Conservación de la Biodiversidad de las Aguas Interiores de Guatemala. Análisis de Vacíos.
21. Biodiversidad Marina de Guatemala: Análisis de Vacíos y Estrategias para su Conservación.
22. Documento Final Consultoría para la Elaboración de Plan de Fortalecimiento de Capacidades y Sostenibilidad Financiera del Sistema Guatemalteco de Áreas Protegidas-SIGAP
23. Informe de Auditoría Centro de Acción Legal, Ambiental y Social de Guatemala (Calas)
24. Plan de Fortalecimiento de Capacidades y Sostenibilidad Financiera
25. Reporte Final GEF Junio 2011

Honduras:

26. Estrategia de Sostenibilidad Financiera del Sistema Nacional de Áreas Protegidas de Honduras (SINAPH) y su Plan de Acción Año 2010
27. Valoración Económica de los Principales Bienes y Servicios Ambientales de las Áreas Protegidas de Honduras
28. Plan de Manejo Reserva Natural Privada Hacienda San Francisco (BORRADOR)

Antigua and Barbuda:

29. Antigua and Barbuda National Action Plan for Protected Areas (Final) - April, 2010
30. Capacity-Building for Environmental Management in Antigua and Barbuda Strategy and Action Plan 2007 - 2012
31. Project Completion Report Antigua and Barbuda Phase I
32. Project Completion Report Antigua and Barbuda Phase II
33. Global Environment Facility (GEF) Protected Areas Project, Audited Financial Statements for the Period April 2008 to August 2011
34. Initial Analysis and Priority Setting: Antigua and Barbuda – Program of Work On Protected Areas
35. Protected Areas Analysis for Antigua and Barbuda

36. Financial Guide for The Effective Management of Protected Areas in Antigua and Barbuda
37. Establishing Protected Areas Targets, Indicators and Monitoring Methods for Protected Areas Development and Management in Antigua and Barbuda
38. Financial Plan for The Effective Management of Protected Areas in Antigua and Barbuda

Bahamas:

39. Master Plan for The Bahamas National Protected Area System
40. Action Plan for Implementation of the Programme of Work on Protected Areas
41. TNC final EAG reporting format v1slg

Dominican Republic:

42. Workshop On Economic Mechanisms for The Sustainable Financing of Protected Areas in The Caribbean, Workshop Report, November 16-18, 2010

Grenada:

43. Project Completion Report – Grenada
44. The Economic Valuation of Selected Parks and Protected Areas of Grenada, Carriacou and Petit Martinique
45. Supporting Country Action On the Convention On Biological Diversity Programme of Work On Protected Areas: Willingness-To-Pay Study, Draft Report

Jamaica:

46. Non-Market Economic Valuation of Protected Areas. The application of a Choice Experiment to elicit use and non-use values for the Dolphin Head Forest Reserve, Black River Morass and the Montego Bay Marine Park
47. Justification for EVPA Support of the State of the Environment Report
48. Master Plan for The Bahamas National Protected Area System
49. Preparation of the State of the Environment Report 2010

St. Vincent and the Grenadines (SVG):

- 50. Memorandum of Agreement UNOPS - SVG
- 51. Final Consultancy Report Willingness-to-Pay (WTP) study - St. Vincent and the Grenadines
- 52. Project Completion Report - St. Vincent and the Grenadines
- 53. Supporting Country Action on the Convention on Biological Diversity (CBD) Programme of Work on Protected Areas (PoWPA) Economic Valuation of Protected Areas in St. Vincent and the Grenadines - Inception Report
- 54. Supporting Country Action on the Convention on Biological Diversity (CBD) Programme of Work on Protected Areas (PoWPA) Economic Valuation of Protected Areas in St. Vincent and the Grenadines - Draft Final Report

Burundi:

- 55. Étude Sur Les Mesures Incitatives Pour Le Maintien De L'intégrité Des Aires Protégées Au Burundi
- 56. Projet De Loi Portant Régime De Mesures Incitatives Pour Le Maintien De L'intégrité Des Aires Protégées Au Burundi
- 57. Guide Pour La Compréhension Du Concept De Gouvernance Et Des Catégories D'aires Protégées Au Burundi
- 58. Mesures Incitatives Pour Le Maintien De L'intégrité Des Aires Protégées Au Burundi
- 59. Plan De Gestion Et D'aménagement Du Paysage Aquatique Protège De Bugesera
- 60. Plan De Gestion Et D'aménagement Des Monuments Naturels Des Chutes De Karera Et Des Failles De Nyakazu
- 61. Plan De Gestion Et D'aménagement De La Reserve Naturelle De La Malagarazi
- 62. Plan De Gestion Et D'aménagement Du Paysage Protège De Gisagara
- 63. Étude Des Modes De Gouvernance Et Des Catégories D'aires Protégées Actuelles Et Futures Au Burundi

Comoros:

- 64. EAG Financial Report & Final Expenditures
- 65. Project Completion Report - Comoros
- 66. Comoros PoWPA project. Progress report, and request for no-cost extension to delivery of targets. September 2010.

67. Draft Final Technical and Financial Report by Bristol Conservation and Science Foundation: July 2009 - March 2011
68. Comoros PoWPA project. Progress report. March 2011.
69. Land Cover Mapping and Biodiversity Modelling in the Comoro Islands. Results and Future Objectives. 22nd March 2012.

Djibouti:

70. Project Completion Report - Djibouti
71. Financial Report
72. summary showing how the remaining funds will be used

Gambia:

73. GAMBIA PROTECTED AREAS PARTNERSHIP AND NETWORK STATUTES AND AGREEMENT (GAMPAN)
74. The Gambia National Biodiversity Strategy and Action Plan 1998
75. Process for the Establishment of a National Implementation Support Partnership (NISP) for the PoWPA in the Gambia
76. Governance Types and Community Engagement Mechanisms for the Protected Areas in the Gambia
77. Review of Protected Areas Types and Forms in the Gambia
78. Tracking Tools for Management Effectiveness of Protected Areas
79. Programme Components REVISED version
80. THE BIODIVERSITY, WILDLIFE AND FORESTRY BILL 2010

Guinea:

81. 29 juillet 2011 Format final rapport POWPA CDB phase 2
82. 29 juillet 2011 Format final rapport POWPA Phase 1
83. Fiches finales dépenses PoWPA 1 et 2

Liberia:

84. DETAILED ANALYTICAL REPORT ON SAPO NATIONAL PARK
85. DETAILED ANALYTICAL REPORT ON LAKE PISO MULTIPLE USE RESERVE

- 86. DETAILED REPORT ON THE EAST NIMBA NATURE RESERVE
- 87. Memorandum of Agreement EPA UNOPS
- 88. POWPA Financial Report
- 89. Project final output

Mali:

- 90. RAPPORT DE SYNTHÈSE DE L'ATELIER DE LA CLOTURE DE LA MISE EN ŒUVRE DE LA DEMANDE DU MALI AU PROJET MONDIAL PNUD/FEM/UNOPS
- 91. final EAG reporting format v1 en français_round 2.doc revise
- 92. final EAG reporting format v1 en français_round 5.doc revise
- 93. LA SITUATION DES DEPENSES DU PROJET DE 2008 au 31 JUILLET 2011
- 94. Rapport FINAL audit aires protégées

Mauritania:

- 95. Réunion de restitution du programme de travail sur les aires protégées (PNUD/GEF) 2008/2011 PoWPA -MDEDD [PPT]
- 96. La question foncière et les pratiques du territoire sur les sites ciblés par le Programme de travail sur les aires protégées en Mauritanie (PoWPA) [PPT]
- 97. PROPOSITION DE LOI RELATIVE AUX AIRES PROTEGEES
- 98. Eléments de methodologie pour les diagnostics de sites PoWPA
- 99. Etude sur la consolidation du cadre juridique des aires protégées en Mauritanie
- 100. final EAG reporting format-MAURITANIA
- 101. Rapport d'Inventaire de la Biodiversité et d'Etude des habitats de la Réserve d'EL AGUER Programme PowPa
- 102. Rapport d'Inventaire de la Biodiversité et d'Etude des habitats de la Tamourt de Boughari et la Vallée de Metrewgha PROGRAMME POWPA
- 103. Rapport d'Inventaire de la Biodiversité et d'Etude des habitats de la Gaat de Mahmouda Programme PowPa
- 104. Rapport d'Inventaire de la Biodiversité et d'Etude des habitats du Lac de Maal
- 105. Le POWPA PNUD.GEF en MAURITANIE

106. RAPPORT D'AUDIT PROJET: Programme of Work on Protected Areas (PoWPA) - Mauritania. 30 avril 2011
107. Etude socio-économique des sites pilotes du PoWPA
108. Sensibilisation des populations des territoires ciblés par le PoWPA aux enjeux liés à la bonne gestion de l'environnement et aux opportunités que représente la création des aires protégées

Uganda:

109. ECONOMIC VALUATION OF PROTECTED AREAS IN UGANDA: A CASE STUDY OF MURCHISON FALLS CONSERVATION AREA AND BUDONGO CENTRAL FOREST RESERVE
110. PROTECTED AREAS GOVERNANCE AND BIODIVERSITY CONSERVATION IN UGANDA
111. PROGRESS OF IMPLEMENTATION IN UGANDA ON GOVERNANCE AND VALUATION OF Pas EMERGING ISSUES, LESSONS LEARNED AND NEXT STEPS [PPT]

Afghanistan:

112. National Protected Area System Plan of Afghanistan
113. Conservation Education and Outreach Material Training for Badakhshan Schools Teachers Report from the Badakhshan NEPA Provincial office
114. Total expenditure until Jan 31 2010
115. Badakhshan Wildlife Conservation Day, Yomgan district Badakhshan Report from the Badakhshan NEPA Provincial office

Armenia:

116. System gap analysis, creation of the new management models, staff training of the protected areas of Armenia. Legislation analysis on Specially Protected Nature Areas of Armenia. (Draft)
117. MAP of Protected Areas of ARMENIA.ENG
118. "System gap analysis, creation of the new management models, training of the staff of PAs of the Republic of Armenia". The representation of the biological diversity of Armenia in the PAs system. (Draft)
119. Knowledge and needs assessment of employees of the organizations implementing the conservation of the Protected Areas, and staff training
120. Reference on the activities implemented by co-financing organizations within the framework of the «Supporting Country Action on the CBD Programme of Work on Protected Areas» Project

121. System gap analysis, creation of the new management models, staff training of the protected areas of Armenia. Management models of the nature monuments of Armenia and programme of activities on how to apply them. (Draft)
122. System gap analysis, creation of the new management models, staff training of the protected areas of Armenia. Institutional structure and management of the specially protected areas of Armenia. (Draft)

Cambodia:

123. A Guide to the Application of the Management Effectiveness Tracking Tool (METT)
124. Final_EAG_reporting_format_01-04-11
125. USER'S MANUAL. MANAGEMENT EFFECTIVENESS TRACKING TOOL DATABASE APPLICATION
126. POWPA Report Q4-2009
127. Summary First Report On Laws for Environmental Protection and National Resource Management
128. Summary Report. Second National Consultation Workshop on Legal framework for Access Benefit Sharing Regulation
129. Summary Report. First National Consultation Workshop on Legal framework for Access Benefit Sharing Regulation
130. Training Manual On Law Enforcement for Protected Areas System Management in the Kingdom of Cambodia
131. Synthesis Report: METT Application in Phase II

Lao PDR:

132. LEGAL FRAMEWORK ON THE SUSTAINABLE FINANCING OF NATIONAL PROTECTED AREAS IN LAO P.D.R.
133. Financial Statements and Report of the independent auditors for the period from 12 June 2008 to 30 September 2010
134. PoWPA final EAG reporting format_Lao PDR, 30.5.11
135. Financing Lao PDR National Protected Area System
136. Sustainable Financing Mechanisms for National Protected Area Management in Lao PDR: Issues and Options

Mongolia:

137. Detailed report by transaction EAG
138. ASSESSMENT REPORT ON HUMAN RESOURCES CAPACITY AND FINANCIAL NEEDS HAVE PROTECTED AREAS IN MONGOLIA
139. final EAG reporting format_onon_22_apr_2011_Namkhai
140. ASSESSMENT ON IMPLEMENTATION STATUS OF PHASE FIRST OF THE NATIONAL PROGRAM ON PROTECTED AREAS IN MONGOLIA
141. Filling the Gaps to Protect the Biodiversity of Mongolia. August 2010
142. TRAINING REPORT. The approach to increase public awareness. Methodology for biodiversity surveys. The system to register environmental crimes and law violations.
143. Financial Sustainability Scorecard: for National Systems of Protected Areas in Mongolia. (Draft)
144. Training curriculum for PA specialists_rangers MNE ENG

Nepal:

145. Manual for Business Plan
146. Final EAG reporting 19 July 2011
147. Training Need Assessment for Protected Areas of Nepal
148. Copy of CBD PoWA Report xls 16July2011.xls
149. CBD Detail Financial Report 19 July 2001.xls
150. Signed Extension Letter UNOP and DNPWC

Thailand:

151. National Protected Area Master Plan: Draft Framework [PPT]
152. Inception Report: Developing a Protected Area Master Plan for Thailand
153. Thailand Master Plan:
 - Appendix1_List of the 1st stakeholder workshop participants_.doc
 - Appendix2_List of the 2nd stakeholder workshop participants_.doc
 - Appendix3_superintendent survey summary_page96-100.docx
 - Appendix4_NPA and WRPA_page101-126.docx
 - Appendix5_List of four categories of protected areas in Thai.doc
 - Appendix6_Administrative structure of DNP_page142-144.docx
 - Appendix7_Summary of recommendations_page145-147.docx
 - Appendix8_Research Needs_page148-149.docx
 - Contents.docx

- Final_chapter1_page0-17.docx
- Final_chapter2_page18-34.docx
- Final_chapter3_page35-58.docx
- Final_chapter4_page59-68.docx
- Final_chapter5_page69-73.docx
- Final_references_page74-84.docx

Timor Leste:

154. TIMORE LESTE Programme of Work on Protected Areas. CAPACITY DEVELOPMENT ACTION PLAN. Part 1 - Setting the Context. October 2011
155. TIMORE LESTE Programme of Work on Protected Areas. CAPACITY DEVELOPMENT ACTION PLAN Part 2
156. TIMORE LESTE Programme of Work on Protected Areas. CAPACITY DEVELOPMENT ACTION PLAN Part 3 Annexes
157. NATIONAL ECOLOGICAL GAP ASSESSMENT FOR TIMOR-LESTE 2010
158. CAPACITY DEVELOPMENT ACTION PLAN to assist with the Timor Leste Programme of Work for Protected Areas
159. TIMORE LESTE Programme of Work on Protected Areas. Strategic Action Plan. Final
160. final EAG reporting format_onon_22_apr_2011_Namkhai
161. September 2011 - final EAG reporting format
162. Timor Leste PoWPA Inception Report - BJ Consultants Final Report 28012010

Turkmenistan:

163. "Supporting Country Action on the CBD Programme of Work on Protected Areas" in Turkmenistan. Side-event, 14 May, 2010, SBSTTA-14, Nairobi [PPT]
164. TM_EAG_final_reporting format
165. TPAN Audit Certificate
166. "Supporting Country Action on the CBD Programme of Work on Protected Areas" in Turkmenistan. Final report for the period 1 November 2008 to 30 August 2011 for the project.

Fiji:

167. Memorandum of Agreement

Kiribati:

- 168. Final EAG reporting format v1(4)
- 169. Memorandum of Agreement

Micronesia:

- 170. final EAG reporting format v1_MICRONESIA(2)
- 171. final EAG reporting format v1_MICRONESIA_3
- 172. Final GEF FSM PAN Project Financial Report
- 173. Kosrae MARXAN Final Iteration Workshop Summary Notes. July 29, 2010
- 174. MicronesiaPoWPA_Apr-Jun09_Report_v2
- 175. Pohnpei MARXAN Final Iteration Workshop Summary Notes. August 19, 2010
- 176. Chuuk MARXAN Final Iteration Workshop Summary Notes. August 16, 2010
- 177. Yap MARXAN Final Iteration Workshop Summary Notes. July 15 – 16, 2010

Papua New Guinea:

- 178. Draft Report on Outcome 2 – Review of the extent of mainstreaming of Protected Areas into national and provincial strategic documents. October 2009
- 179. Draft Report on Outcome 3 – Legislative and institutional gaps and barriers hindering the establishment and effective management of PAs, identified. November 2009
- 180. Supporting Country Action on the CBD Programme of Work on Protected Areas. PAPUA NEW GUINEA. Department of Environment and Conservation. December 2009
- 181. PNG PoWPA Report 16 Mar 2010. Interim National Terrestrial Conservation Assessment for Papua New Guinea: Protecting Biodiversity in a changing Climate

Samoa:

- 182. 0275-99 PoWPA Financial Report
- 183. PoWPA Completion Report-FINAL_draft TT
- 184. Samoa POWPA Report June 2010
- 185. Action Plan for Implementing the Convention on Biological Diversity's Programme of Work on Protected Areas 061011

Solomon Islands:

186. DRAFT. Ridges to Reefs Conservation Plan for the Solomon Islands
187. PROTECTED AREAS REGULATIONS 2010
188. PoWPA Extension Memorandum of Agreement

Vanuatu:

189. final_EAG_reporting_format_v2_Prim_16.04.12
190. Financial_statement_PoWPA

Albania:

191. FIFTH NATIONAL REPORT OF ALBANIA TO THE UNITED NATIONS CONVENTION ON BIOLOGICAL DIVERSITY (CBD)
192. Marine Protected Area Report Albania. Final Report. October 2009
193. Protected Areas Gap Assessment and Marine Protected Areas Development Project
194. Reporting template-ALBANIA-01.04.2010. v2
195. WWF PA4LP DAE in-kind contribution to the GEF/UNDP Early Action Grant Project in Albania. April, 2009

Annex 6: Amount of Grants Awarded by Country

N°	COUNTRY	DISBURSED
1	Afghanistan	USD 250,000.00
2	Albania	USD 150,000.00
3	Antigua and Barbuda	USD 250,000.00
4	Armenia	USD 129,000.00
5	Bahamas	USD 150,000.00
6	Belize	USD 150,000.00
7	Benin	USD 250,000.00
8	Bosnia and Herzegovina	USD 60,000.00
9	Burundi	USD 135,000.00
10	Burkina Faso	USD 12,000.00
11	Cambodia	USD 165,000.00
12	Chad	USD 15,000.00

13	Colombia	USD 138,000.00
14	Comoros	USD 165,000.00
15	Congo, DR	USD 235,000.00
16	Djibouti	USD 165,000.00
17	Dominican Republic	USD 110,000.00
18	Fiji	USD 142,000.00
19	Grenada	USD 115,850.00
20	Guatemala	USD 150,000.00
21	Guinea	USD 250,000.00
22	Honduras	USD 150,000.00
23	Jamaica	USD 150,000.00
24	Kiribati	USD 165,000.00
25	Lao	USD 165,000.00
26	Liberia	USD 124,166.00
27	Madagascar	USD 79,500.00
28	Maldives	USD 145,000.00
29	Mali	USD 226,000.00
30	Mauritania	USD 165,000.00
31	Micronesia	USD 250,000.00
32	Mongolia	USD 150,000.00
33	Nepal	USD 165,000.00
34	Nicaragua	USD 90,000.00
35	Panama	USD 81,250.00
36	Papua New Guinea	USD 105,830.00
37	Paraguay	USD 4,000.00
38	Rwanda	USD 12,000.00
39	Samoa	USD 222,000.00
40	Sierra Leone	USD 55,000.00
41	Solomon Islands	USD 135,000.00
42	St. Vincent and Grenadines	USD 110,000.00
43	Tajikistan	USD 146,000.00
44	Thailand	USD 65,000.00
45	The Gambia	USD 149,580.00
46	Timor-Leste	USD 171,533.44

47	Togo	USD 15,000.00
48	Tonga	USD 145,000.00
49	Turkmenistan	USD 146,600.00
50	Uganda	USD 249,200.00
51	Vanuatu	USD 149,758.00
	TOTAL	USD 7,174,267.44

Annex 7: Detail of Project Expenditures Per Year Between 2007 and 2015

YEAR 1 (2007)	
ACT1: Direct Country Support	USD 100,487.62
ACT2: LDCs/SIDS Direct Support	USD 452,443.66
ACT3: Lessons Learned	USD 0.00
ACT4: Project Management	USD 161,823.64
	USD 714,754.92
YEAR 2 (2008)	
ACT1: Direct Country Support	USD 743,854.10
ACT2: LDCs/SIDS Direct Support	USD 1,691,181.28
ACT3: Lessons Learned	USD 954.35
ACT4: Project Management	USD 168,409.96
	USD 2,604,399.69
YEAR 3 (2009)	
ACT1: Direct Country Support	USD 918,859.87
ACT2: LDCs/SIDS Direct Support	USD 1,587,015.52
ACT3: Lessons Learned	USD 12,261.60
ACT4: Project Management	USD 163,155.79
	USD 2,681,292.78
YEAR 4 (2010)	
ACT1: Direct Country Support	USD 401,167.90
ACT2: LDCs/SIDS Direct Support	USD 821,653.27
ACT3: Lessons Learned	USD 0.00
ACT4: Project Management	USD 164,699.97

	USD 1,387,521.14
YEAR 5 (2011)	
ACT1: Direct Country Support	USD 482,721.21
ACT2: LDCs/SIDS Direct Support	USD 157,574.06
ACT3: Lessons Learned	USD 55,034.84
ACT4: Project Management	USD 109,438.05
	USD 804,768.16
YEAR 6 (2012)	
ACT1: Direct Country Support	USD 88,917.89
ACT2: LDCs/SIDS Direct Support	USD 200,718.30
ACT3: Lessons Learned	USD 0.00
ACT4: Project Management	USD 126,619.20
	USD 416,255.39
YEAR 7 (2013)	
ACT1: Direct Country Support	USD 33,307.55
ACT2: LDCs/SIDS Direct Support	USD 32,556.47
ACT3: Lessons Learned	USD 417.83
ACT4: Project Management	USD 139,228.07
	USD 205,509.92
YEAR 8 (2014)	
ACT1: Direct Country Support	USD 103,152.29
ACT2: LDCs/SIDS Direct Support	USD 86,178.58
ACT3: Lessons Learned	USD 9,417.98
ACT4: Project Management	USD 120,315.00
	USD 319,063.85
YEAR 9 (2015)	
ACT1: Direct Country Support	USD 0.00
ACT2: LDCs/SIDS Direct Support	USD 0.00
ACT3: Lessons Learned	USD 0.00
ACT4: Project Management	USD 237,891.50

	USD 237,891.50
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Annex 8: Co-Financing by Country

N°	COUNTRY	COMMITTED CO-FINANCING
1	Afghanistan	USD 456,700.00
2	Albania	USD 127,964.00
3	Antigua and Barbuda	USD 376,655.54
4	Armenia	USD 123,800.00
5	Bahamas	USD 115,000.00
6	Belize	USD 172,000.00
7	Benin	USD 161,525.00
8	Bosnia and Herzegovina	USD 72,800.00
9	Burundi	USD 50,000.00
10	Burkina Faso	USD 0.00
11	Cambodia	USD 54,000.00
12	Chad	USD 0.00
13	Colombia	USD 167,000.00
14	Comoros	USD 180,000.00
15	Congo, DR	USD 70,000.00
16	Djibouti	USD 70,000.00
17	Dominican Republic	USD 70,000.00
18	Fiji	USD 115,000.00
19	Grenada	USD 44,000.00
20	Guatemala	USD 192,629.00
21	Guinea	USD 69,400.00
22	Honduras	USD 75,000.00
23	Jamaica	USD 150,000.00
24	Kiribati	USD 89,000.00
25	Lao	USD 65,000.00
26	Liberia	USD 11,000.00
27	Madagascar	USD 164,950.00
28	Maldives	USD 66,500.00

29	Mali	USD 145,000.00
30	Mauritania	USD 31,000.00
31	Micronesia	USD 814,925.00
32	Mongolia	USD 168,360.00
33	Nepal	USD 89,000.00
34	Nicaragua	USD 257,000.00
35	Panama	USD 48,750.00
36	Papua New Guinea	USD 162,225.00
37	Paraguay	USD 230,000.00
38	Rwanda	USD 0.00
39	Samoa	USD 330,000.00
40	Sierra Leone	USD 52,000.00
41	Solomon Islands	USD 90,000.00
42	St. Vincent and Grenadines	USD 59,000.00
43	Tajikistan	USD 90,000.00
44	Thailand	USD 120,000.00
45	The Gambia	USD 56,350.00
46	Timor-Leste	USD 238,281.00
47	Togo	USD 0.00
48	Tonga	USD 300,000.00
49	Turkmenistan	USD 115,650.00
50	Uganda	USD 164,000.00
51	Vanuatu	USD 47,782.00
	TOTAL	USD 6,919,246.54

Annex 9: Evaluation Consultant Agreement Form



Individual Contractor Agreement

18-May-2016

Individual Contractor Agreement: 0198424-P62210-L0-01

Between the United Nations Office for Project Services (hereinafter referred to as "UNOPS") and Hernán Torres (hereinafter referred to as the "**Individual Contractor**") whose address is:

Address: 1885 A 10 Oriente, Talca, , , Chile

Email: torresconsultor@yahoo.es

Notices sent to the above e-mail address shall be deemed to have been received by the Individual Contractor on the day it was sent.

A. CONTRACT DOCUMENTS

This Individual Contractor Agreement (hereinafter referred to as "Agreement") shall be constituted of the following documents, which shall take precedence over one another in case of conflict in the following order:

- (i) This document (which shall have the highest precedence)
- (ii) Annex A: Terms and Conditions of UNOPS Individual Contractor Agreement;
- (iii) Annex B: Terms of Reference;
- (iv) All UNOPS organizational directives and administrative instructions that are expressed to be applicable to UNOPS individual contractors, as they may be revised from time to time. For the avoidance of doubt: the foregoing also applies to organizational directives and administrative instructions issued after the date of this Agreement, including those that affect the Individual Contractor's fee and entitlements (in which case any payment to a third party on account of the Individual Contractor shall be deemed to be part of the fee paid to the Individual Contractor).

This Agreement supersedes the contents of any negotiations and/or prior agreements, whether oral or in writing, pertaining to the subject of this Agreement.

B. INDIVIDUAL CONTRACTOR TO PROVIDE DOCUMENTS SPECIFIED BY UNOPS

No legally-binding contract shall come into existence until the Individual Contractor provides to UNOPS:

- (i) all documents specified in the UNOPS communication forwarding this document for the Individual Contractor's signature; and
- (ii) a copy of this document duly signed by the Individual Contractor.

UNOPS reserves the right to withdraw this document at any time before a legally-binding contract comes into existence.

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C. PARTICULARS

The Individual Contractor is engaged by UNOPS under this Agreement as a Local Individual Contractor to provide specialist services. The following is the Schedule of Particulars referred to in Annex A of this Agreement:

SCHEDULE OF PARTICULARS

1.	Date Individual Contractor shall commence providing Services (Refer to Annex A para 2.2): 22-Apr-2016
2.	Date Individual Contractor must complete Services by (Refer to Annex A para 1.2): 30-Jun-2016
3.	Duty station(s) (Refer to Annex A para 2.1): Santiago, Chile [Home-based Lumpsum]
4.	Functional Title (Refer to Annex A para 2.1): Terminal Evaluator, LICA 11 sublevel 3
5.	Individual Contractor's fee (Refer to Annex A para 3.1): USD 14525.00
6.	Entitlement to absence due to illness without reduction in fee (Refer to Annex A para 5.1): Not entitled
7.	Entitlement to annual leave (Refer to Annex A para 5.2): Not entitled
8.	Entitlement to maternity/Paternity Leave (Refer to Annex A para 5.3): Not entitled
9.	Work on weekends and UN holidays (Refer to Annex A para 5.4): The Individual Contractor is not required to work during week-ends and UN official holidays.
10.	Overtime compensation (Refer to Annex A para 5.5): None
11.	Service incurred Injury, Illness, Disability and Death (Refer to Annex A para 5.6 for the conditions and coverage applying to your contract type): The Individual Contractor shall not be covered by UNOPS against injury, illness and death, except when travelling pursuant to the Agreement at the expense or direction of UNOPS (except for private motor vehicle transportation requested solely for the convenience of the contractor) and when performing the Services at a UNOPS office or work location (in which cases the Individual Contractor shall be covered under a group insurance policy and the payments under said insurance policy shall be the Individual

Individual Contractor Agreement

	Contractor's sole compensation in respect of injury, illness and death during such travel or performance.
12. Death and Permanent Disability Insurance	The Individual Contractor shall not be covered by UNOPS against death and disability other than as specified in section 11.
13. Malicious Acts (Refer to Annex A para 5.7):	The Individual Contractor shall be covered by the Malicious Acts Insurance Policy (MAIP) as long as the Individual Contractor (i) complies with all UN safety and security directives and any other relevant policies, procedures and administrative issuances and (ii) is on official business.
14. Health insurance (Refer to Annex A para 5.8):	Health insurance is not provided by UNOPS. The Individual Contractor is responsible for obtaining adequate health insurance for the entire duration of the contract. The insurance must cover treatment at the duty station and any location that the Individual Contractor may travel to on mission, and must cover medical evacuation.
15. Provident Fund (Refer to Annex A para 4):	None

In the event of any inconsistency between the descriptions in this column and Annex A, Annex A shall prevail.

D. SPECIAL CONDITIONS

The following Special Conditions shall apply notwithstanding any other provision in this Agreement:

Special Conditions (General):

This is a no cost extension.

Special Conditions (Payment Notes):

30% of lumpsum or USD 4,357.50 upon submission of the draft report (Paid)
 30% of lumpsum or USD 4,357.50 upon submission of the second draft report and (Outstanding)
 40% of lumpsum or USD 5,810.00 upon submission of the final evaluation report. (Outstanding)

Special Conditions (Travel Notes):



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None

Special Conditions (Operational Arrangements):

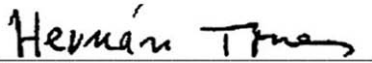
None

E. MEDICAL CERTIFICATION AND INDIVIDUAL CONTRACTOR'S ACKNOWLEDGEMENT

Unless expressly provided otherwise in the Special Conditions above: The Individual Contractor is solely responsible for receiving clearance from a medical doctor to provide the Services (and also for any travel required to provide the Services). The clearance shall include confirmation that the Individual Contractor has had the appropriate inoculations for any country/countries to which the Individual Contractor is to travel. By signing this Agreement, the Individual Contractor confirms having received such clearance. The Individual Contractor hereby agrees to indemnify UNOPS in respect of any claims, liabilities, losses and expenses, including the cost of any medical evacuations that result from any breach of the foregoing by the Individual Contractor.

This document was created by Rosanna De Luca, and approved by Moinudin Mohammed K KHAN, Director for and on behalf of the United Nations Office for Project Services.

The Individual Contractor acknowledges that he/she has read, and agrees to, the terms and conditions of this document, Annex A (*Terms and Conditions of UNOPS Individual Contractor Agreement*) and Annex B (*Terms of Reference*).


Hernán Torres

18 – MAY – 2016
Date

18-May-2016
Individual Contractor Agreement: 0198424-P62210-L0-01