

Mainstreaming Karst Peatlands Conservation into Key Economic Sectors

Bosnia and Herzegovina

GEF Agency and Executing Agency: United Nations Development Programme

Key Execution Partner: Canton 10 Government

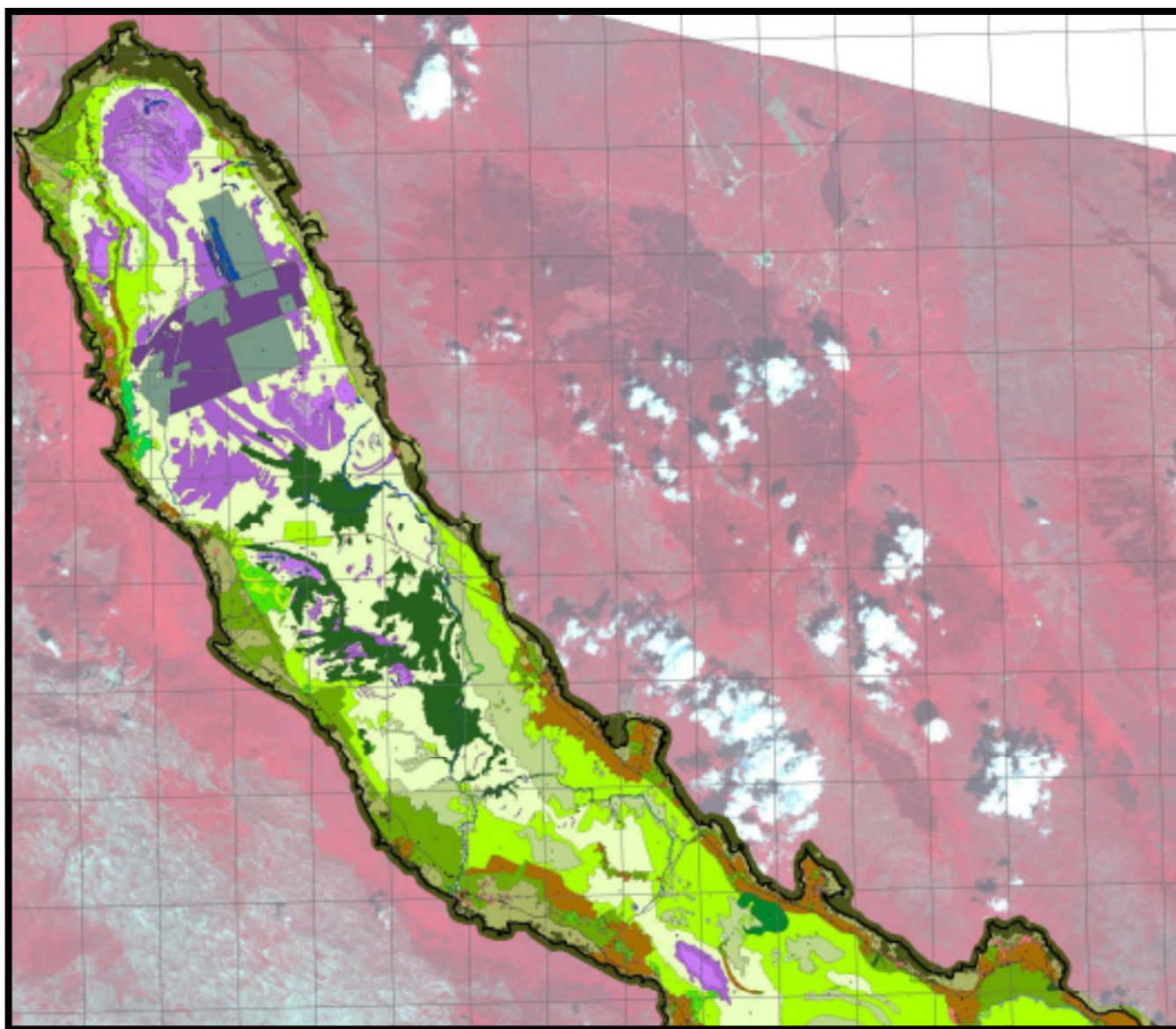
GEF Biodiversity Focal Area, Operational Program 2, Strategic Objective BD-2

Medium-size Project: GEF ID: 2723, UNDP PIMS: 3306

UNDP Atlas Project Number: 00060010

Terminal Evaluation

March 9, 2013



Source: Vegetation Map. Monitoring and Zoning of Livansko Polje Ramsar Site, EuroNatur Interim Report for UNDP BiH.

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Acronyms

[TO BE FINALIZED FOR EVALUATION REPORT FINAL DRAFT]

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

I. Executive Summary

Project Title:	Mainstreaming Karst Peatlands Conservation into Key Economic Sectors			
GEF Project ID:	2723		<i>At endorsement (million US\$)</i>	<i>At completion (million US\$)</i>
UNDP Project ID:	3306	GEF financing:	0.95	0.95
Country:	Bosnia and Herzegovina	IA/EA own:	0.90	0.30
Region:	ECA	Government:	0.45	0.16
Focal Area:	Biodiversity	Other:	0.22	0.23
FA Objectives, (OP/SP):	OP2, SO-2	Total co-financing:	1.57	0.69
Executing Agency:	UNDP (Direct Execution)	Total Project Cost:	2.52	1.64
Other Partners Involved:	Canton 10 Government	ProDoc Signature (date project began):		June 27, 2008
		(Operational) Closing Date:	Proposed: June 30, 2012	Actual: May 31, 2013

PROJECT DESCRIPTION AND OVERVIEW

1. The Bosnia and Herzegovina Karst Mainstreaming project is classified as a Global Environment Facility (GEF) Medium-sized Project (MSP), with total GEF support of \$0.95 million (not including \$0.05 in project development funding), and originally proposed co-financing is \$1.57 million United States dollars (USD), for a total project budget of \$2.52 million USD. Actual co-financing at project completion is anticipated to be somewhat less than planned. The United Nations Development Programme (UNDP) is the GEF Agency, as well as the project executing agency under UNDP's direct execution (DEX) modality, with the Canton 10 government as the key national executing partner. The project was executed over more than four years, from February 2009¹ through May 2013.

2. As stated in the project document, the project's objective is *"To strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level."* To achieve the objective, the project focused on two main outcomes:

- **Outcome 1:** Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures;
 - **Output 1.1:** Canton 10 spatial plan for Livno Polje integrates biodiversity concerns;
 - **Output 1.2:** Policies in place, enforcement capacity of cantonal and where appropriate federal environmental ministries and inspectors strengthened;
- **Outcome 2:** Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements;
 - **Output 2.1:** By-laws and methodological guidance on ecologically safe peat and coal mining developed and validated;
 - **Output 2.2:** Internationally accepted (Croatia-BiH) plan for cross-border water management plan;
 - **Output 2.3:** Lessons learned are shared.

¹ This was the date of first disbursement, but UNDP Prodoc signature was in June 2008, and the inception workshop was not held until July 2009.

3. According to GEF and UNDP evaluation policies, terminal evaluations are required practice for GEF funded MSPs, and the terminal evaluation was a planned activity of the monitoring and evaluation plan of the Karst Mainstreaming project. As per the evaluation Terms of Reference (TORs) this terminal evaluation reviews the actual performance and progress toward results of the project against the planned project activities and outputs, based on the standard evaluation criteria: relevance, efficiency, effectiveness, results and sustainability. The evaluation assesses project results based on expected outcomes and objectives, as well as any unanticipated results. The evaluation identifies relevant lessons for other similar projects in the future in Bosnia and Herzegovina and elsewhere, and provides recommendations as necessary and appropriate. The evaluation methodology was based on a participatory mixed-methods approach, which included three primary elements: a) a desk review of relevant project documentation and other documents; b) in-person interviews with key project participants and stakeholders; and c) a field visit to the Livanjsko Polje project site in Canton 10 of BiH. The evaluation is based on evaluative evidence from the start of project implementation (mid-2009) to March 2013, and includes an assessment of project design. The desk review was begun in February 2013, with the evaluation mission carried out from March 11 –15, 2013.

KEY FACTORS AFFECTING IMPLEMENTATION

4. Overall the project was well-managed, with good stakeholder engagement, and overall efficient implementation. At the same time, a number of factors negatively affected the project's capacity to achieve the results that were anticipated during the project development and approval phase. Some of these factors could not have been anticipated at the start of the project, though some of the planned project results were too ambitious for a project of this size. Stronger risk mitigation measures might also have been available. Despite the best efforts of the project team and key stakeholders, the project was not able to make as much progress toward the overall project objective as hoped. The key factors affecting project implementation included:

- The inability of the Canton 10 regional government to form a functioning governing coalition during the second half of the project, which affected multiple project results;
- The bankruptcy of the firm contracted to complete the Canton 10 spatial plan, and subsequent delay in the spatial planning process;
- The lack of political or other leverage to secure full support of the private sector concessionaire, Finvest, for peatland rehabilitation within their concession or in adjacent areas;
- Over-ambitiousness of the project document, particularly with respect to cross-border water management.

MAIN EVALUATION CRITERIA

5. With respect to **relevance**, the Karst Mainstreaming project is ***relevant / satisfactory*** for addressing the biodiversity threats and conservation barriers in Canton 10, and particularly Livno Polje. The mainstreaming approach of integrating biodiversity and other environmental

considerations in regional spatial plans is an important strategy for catalyzing effective environmental management in areas without designated protected areas, which also serve as production landscapes – as is the case in Livno Polje. The project is also relevant for supporting Bosnia and Herzegovina’s implementation of the Convention on Biodiversity, and is in-line with GEF strategies and priorities in the biodiversity focal area. At the same time, specific aspects of activities planned in the initial project design were not as relevant to the development context and overall objective as they could have been.

6. Based on all aspects of project implementation and financial management, project **efficiency** is rated **highly satisfactory**. Although the project was slow to get started, once up and running the project team ensured the project was implemented in a cost-effective manner, with good financial management, and timely execution of the workplans – to the extent activities could move forward in lieu of the exogenous contextual factors that hampered project progress. When faced with challenges and external delays UNDP and the Project Board undertook budget revisions to ensure the project resources were focused in a results-based manner to achieve the best possible results. While the official project implementation period was longer than planned, actual implementation of project activities was in fact only 47 months – shorter than the planned four years. Project M&E activities were well-executed, and the project is known for comprehensive and timely reporting and excellent documentation of project activities. Implementation was characterized by good stakeholder engagement of the main relevant government, private sector, and civil society organizations and institutions in the region.

7. Based on the extent of results achieved and overall progress toward the project objective, **effectiveness** and **overall project results** are considered **moderately unsatisfactory**. The project did produce a number of valuable outputs, and contributed to increasing environmental awareness and capacity for environmental management in Canton 10. Key results included:

- Multiple quality technical reports and outputs feeding into the spatial planning process, increasing the extent of environmental data and knowledge available for effective environmental management in Livno Polje. Prior to the spatial planning process being derailed, project data and outputs were incorporated in the first draft of the spatial plan, which was approved by the Canton 10 spatial planning committee, representing the first time biodiversity issues were considered in spatial planning in the region;
- Positive influence on some policy level results, including a biodiversity policy for Livno municipality, and positive influence on the federal level spatial plan covering Livno Polje;
- Strong education and awareness raising activities that have contributed to an overall broader awareness and understanding among stakeholders of the environmental values in the region, and the potential for sustainable economic development based on the conservation of those values (though objective data documenting results on increases in awareness and understanding are not available);
- The micro-capital grants program has produced a number of local benefits, increased civil society capacity in the region, and contributed to some site-level impacts;

- The piloting of a local biodiversity inspection officer, which has been another concrete activity on the ground that contributed to site-level impacts.

8. Despite these positive results, as indicated above, there were a number of exogenous contextual factors that limited progress toward the overall project objective. Some project inputs have been incorporated in the first draft of the Canton 10 spatial plan, but the plan has not been completed and approved by the government, and it is unclear to what extent the project's influence will be evident in the final spatial plan. The project also had limited influence on the planned bi-lateral water management negotiations with Croatia, and this activity should have been considered beyond the scope of this project.

9. The planned peatland rehabilitation activities were not executed due to limitations in the project's jurisdiction over the targeted area, which is partially under concession for peat extraction by a private sector company. It was not possible to secure the necessary political or private sector support to move ahead with this activity – simply convincing a private company to act against their direct financial interest would be unlikely in any country or context. Considering these factors, and additional technical challenges, the mid-term evaluation recommended that the project abandon this activity. Instead the project took a strategic long-term approach of raising environmental awareness among local communities, empowering citizens through training on the Aarhus Convention, and conducting media training, with the goal of eventually catalyzing public pressure for political action to end peat extraction.

10. Overall **sustainability** is considered ***moderately likely***. There are no critical and immediate threats to the results the project was able to produce, though it remains to be seen if more significant outcomes will result following project completion once the Canton 10 spatial planning process is back on track. The project will be reliant on key partners and stakeholders to continue supporting the project objective of biodiversity conservation in Livno Polje as the spatial planning process continues and is completed. The project's work to build environmental management capacity among regional and municipal level government institutions should support these post-completion aims, as well as contributing to overall sustainability. It also remains to be seen if the Canton 10 government will take the necessary institutional and financial steps to secure permanent status for the local biodiversity inspection officer in the region. Since the project's outcome level results are still limited, the originally targeted threats to the region's biodiversity remain, and there are some views that threats from climate change may be increasing, with increased severity of peat fires during the summer dry season.

11. In sum, the **overall project performance rating** can be considered as ***satisfactory***. The project design and strategy had a variety of problems, and the results of the project did not reach as far as originally expected, mainly due to the negative exogenous factors. At the same time, all stakeholders agreed that on the whole the project was carried out in an excellent manner, and that the project achieved as much as possible under the circumstances thanks to strong project execution and adaptive management. The project has made initial inroads in terms of raising awareness and understanding among communities and government officials of the importance of the conservation of nature in Livno Polje, and in strengthening local environmental management capacity. It remains to be seen which development path the communities of the region forge in the coming years.

KEY RECOMMENDATIONS

12. The following are the terminal evaluation's recommendations, with the target audience in brackets following the recommendation. As the project is ending, there is not significant scope for many concrete recommendations to be followed up by stakeholders, and thus the recommendations are not many. Key lessons are included at the end of the evaluation report.

13. **Key Recommendation 1:** One of the critical results of the project that will contribute to long-term mainstreaming of biodiversity in Canton 10 is the development of the canton spatial plan in a manner that incorporates key biodiversity values, as identified and advocated under the Karst project. Initial progress was made with incorporation of some biodiversity issues in the first draft of the spatial plan, during the first part of the project. While the project has taken a number of steps to ensure that the relevant government officials will transfer and continue sharing project materials with the spatial planning contracted company, as soon as practically feasible (ideally before the end of the project), the project team should take all possible steps to provide the project materials directly to the team expected to complete the spatial plan. This will limit the potential for reduced project impact due to possible personnel turnover in the government or snafus in bureaucratic government communication channels, particularly considering the still uncertain timeframe for completion of the spatial plan. [PIU, UNDP, RELEVANT PSC MEMBERS].

14. **Key Recommendation 2:** The project has produced a number of important technical reports, publications and other outputs. Some of these outputs have already proven useful, but some others are likely to have even greater value in the future. For example, the plans for peatland restoration, and the hydrological and ecological report that will only be finalized near the end of the project. Biodiversity data produced under the project will also have long-term value. To contribute to the sustainability of project results, the project team and relevant stakeholders should ensure that all key relevant documents are publicly available online for the foreseeable future (on government, not just UNDP, websites). The most logical location would be the relevant cantonal ministry websites, but other good options could be the federal environment ministry website. [PIU, GOVERNMENT STAKEHOLDERS].

15. **Key Recommendation 3:** To help consolidate project results and further contribute to the sustainability of project results, before the end of the project the project team and relevant stakeholders in Canton 10 should organize an informal meeting with all project participants invited, to highlight the key results of the project and promote areas for further action. Because the project was involved in diverse activities, even at the end of the project there were individuals involved in the project who were not aware of who all of the other involved stakeholders in the region were. The project did engage a broad range of stakeholders, and as a final push to promote ongoing action for biodiversity conservation in the region, it would be ideal to bring them all together to generate excitement for future work. [PIU, UNDP]

16. **Key Recommendation 4:** One of the critical areas for sustainability of project results is the long-term integration of the community biodiversity patrol officer in the regional government institutional framework. There is not yet a clear commitment from the relevant government institutions to permanently establish this position, despite the fact that this has been one of the concrete positive contributions of the project at the field level, which has already contributed small-scale impact level results (i.e. through reductions in poaching). This is

a matter of urgency, as the C10 annual budget is currently under discussion. The project has already supported lobbying for long-term funding for this position by writing a letter of support to the Cantonal prime minister. The project team should help catalyze further lobbying efforts on this issue, by requesting a broad coalition of regional stakeholders to support the permanent establishment of the position. For example, the municipality of Livno would like to see the position continued, and indicated preliminary willingness to also send a letter of support on the issue to the Cantonal government. Relevant NGOs, hunting associations, fire brigades, and other stakeholders would also likely benefit from the continued existence of the biodiversity officer, and could be willing to also write letters of support. [PIU, C10 STAKEHOLDERS]

17. Key Recommendation 5: The Karst Mainstreaming project would be an excellent case study for an ex-post evaluation, and the GEF and UNDP should seek opportunities to include this project in any exercises that would facilitate an assessment of results one or two years after project completion. For example a field Review of Outcomes to Impacts (ROtI) exercise in a few years time could be highly useful and insightful in understanding contextual and other factors that affect processes of broader adoption. While results did not progress as far as anticipated during the life of the project, there is continuing (if slow) progress toward the outcomes the project was seeking to achieve. The spatial planning process should be continuing, and within a few years results from other aspects of the project, such as the education and awareness activities, should be more evident. The project may also contribute to setting regional development planning in Canton 10 on a more sustainable path. [GEF Evaluation Office, UNDP Evaluation Office]

KARST MAINSTREAMING PROJECT TERMINAL EVALUATION RATING SUMMARY

Criteria	Rating
Project Formulation	
Relevance	R / S
Conceptualization / design	MS
Country-drivenness	MS
Stakeholder involvement in design	S
IA & EA Execution	
Quality of UNDP Implementation	S
Quality of Execution – Executing Agency	HS
Overall Quality of Implementation / Execution (Efficiency)	HS
Use of the logical framework	HS
Financial planning and management	HS
Adaptive management	HS
Use and establishment of information technologies	S
Operational relationships between the institutions involved	S
Monitoring and Evaluation	
M&E Design at Entry	MU
M&E Plan Implementation	HS
Overall Quality of M&E	S
Stakeholder Participation	
Production and dissemination of information	S
Local resource users and civil society participation	HS

Criteria	Rating
Establishment of partnerships	S
Involvement and support of governmental institutions	MS
Overall stakeholder participation	S
<i>Assessment of Outcomes</i>	
Outcome 1: Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures	MU
Outcome 2: Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements	MS
<i>Overall Project Outcome Rating (Effectiveness)</i>	MU
<i>Overall Project Results</i>	MU
<i>Sustainability</i>	
<i>Financial Resources</i>	ML
<i>Socio-political</i>	ML
<i>Institutional Framework and Governance</i>	ML
<i>Environmental</i>	ML
<i>Overall Likelihood of Sustainability</i>	ML
<i>Progress Toward Impact</i>	
<i>Environmental Status Improvement</i>	N
<i>Environmental Stress Reduction</i>	M
<i>Progress Towards Stress/Status Change</i>	M
Overall Project Performance Rating	S

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

II. Introduction: Evaluation Scope and Methodology

18. According to GEF and UNDP evaluation policies, terminal evaluations are a required element of the monitoring and evaluation plan for GEF funded MSPs, and a terminal evaluation was foreseen in the project document for the Karst Peatlands Mainstreaming project. The terminal evaluation was initiated by UNDP towards the end of the actual implementation period (not the originally planned implementation period).

19. The evaluation has the following complementary purposes:

- To promote accountability and transparency, and to assess and disclose the extent of project accomplishments.
- To synthesize lessons that can help to improve the selection, design and implementation of future GEF financed UNDP activities.
- To provide feedback on issues that are recurrent across the UNDP portfolio and need attention, and on improvements regarding previously identified issues.
- To contribute to the overall assessment of results in achieving GEF strategic objectives aimed at global environmental benefit.
- To gauge the extent of project convergence with other UN and UNDP priorities, including harmonization with other UN Development Assistance Framework (UNDAF) and UNDP Country Programme Action Plan (CPAP) outcomes and outputs.

20. The objective of the evaluation is to assess the achievement of project results, and draw lessons that improve the sustainability of the benefits from the project, and aid overall enhancement of UNDP programming. The evaluation provides evidence-based information that is credible, reliable and useful. The evaluation is structured around the five main standard evaluation criteria for GEF and UNDP projects:

Relevance

- The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time.
- The extent to which the project is in line with the GEF Operational Programs or the strategic priorities under which the project was funded.
- Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

Effectiveness

- The extent to which an objective has been achieved or how likely it is to be achieved.

Efficiency

- The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.

Results

- The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention.

- In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer-term impact including global environmental benefits, replication effects and other local effects.

Sustainability

- The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.
- Projects need to be environmentally, as well as financially and socially sustainable.

21. The terminal evaluation assesses project results based on the project objective and expected outcomes, as well as any unanticipated results. The evaluation identifies relevant lessons for similar future projects in BiH and elsewhere, and provides recommendations as necessary and appropriate. The terminal evaluation will provide a comprehensive and systematic account of the performance of the project by assessing the project design, process of implementation, achievements vis-à-vis project objectives endorsed by the GEF including any agreed changes in the objectives during project implementation, and any other results. The evaluation will synthesize lessons to help improve the selection, design, and implementation of future GEF activities, provide feedback on issues that are recurrent across the portfolio and need attention, and focus on improvements regarding previously identified issues.

22. In addition to assessing the main GEF evaluation criteria, the evaluation provides the required ratings on key elements of project design and implementation. Further, the evaluation assesses the project in the context of the key GEF operational principles such as country-drivenness, and stakeholder ownership.

23. The evaluation methodology was based on a participatory mixed-methods approach, which included three primary elements: a) a desk review of relevant project documentation and other documents; b) in-person interviews with key project participants and stakeholders; and c) a field visit to the Livanjsko Polje project site in Canton 10 of BiH. The evaluation is based on evaluative evidence from the start of project implementation (mid-2009) to March 2013, and includes an assessment of project design. The desk review was begun in February 2013, with the evaluation mission carried out from March 11–15, 2013.

24. All evaluations face challenges in terms of the time and resources available to adequately collect and document evaluative evidence. With additional time, more stakeholder viewpoints and relevant data could have been gathered for the evaluation. Also, as is understandable, some documents were available only in Bosnian language, although all key documents were available in English. The composition of the evaluation team, with one national consultant, ensured that language was not a critical issue in analysis of the evaluative evidence. Altogether the challenges were not significant for this evaluation, and the evaluation is believed to represent a fair and accurate assessment of the project.

25. The evaluation was conducted in accordance with UNDP and GEF monitoring and evaluation policies and procedures, and in-line with United Nations Evaluation Group norms and standards. The intended users of this terminal evaluation are the project team and UNDP country and regional offices. As relevant, the evaluation report may be disseminated more widely with additional stakeholders to substantiate adaptive management decisions or share lessons and recommendations.

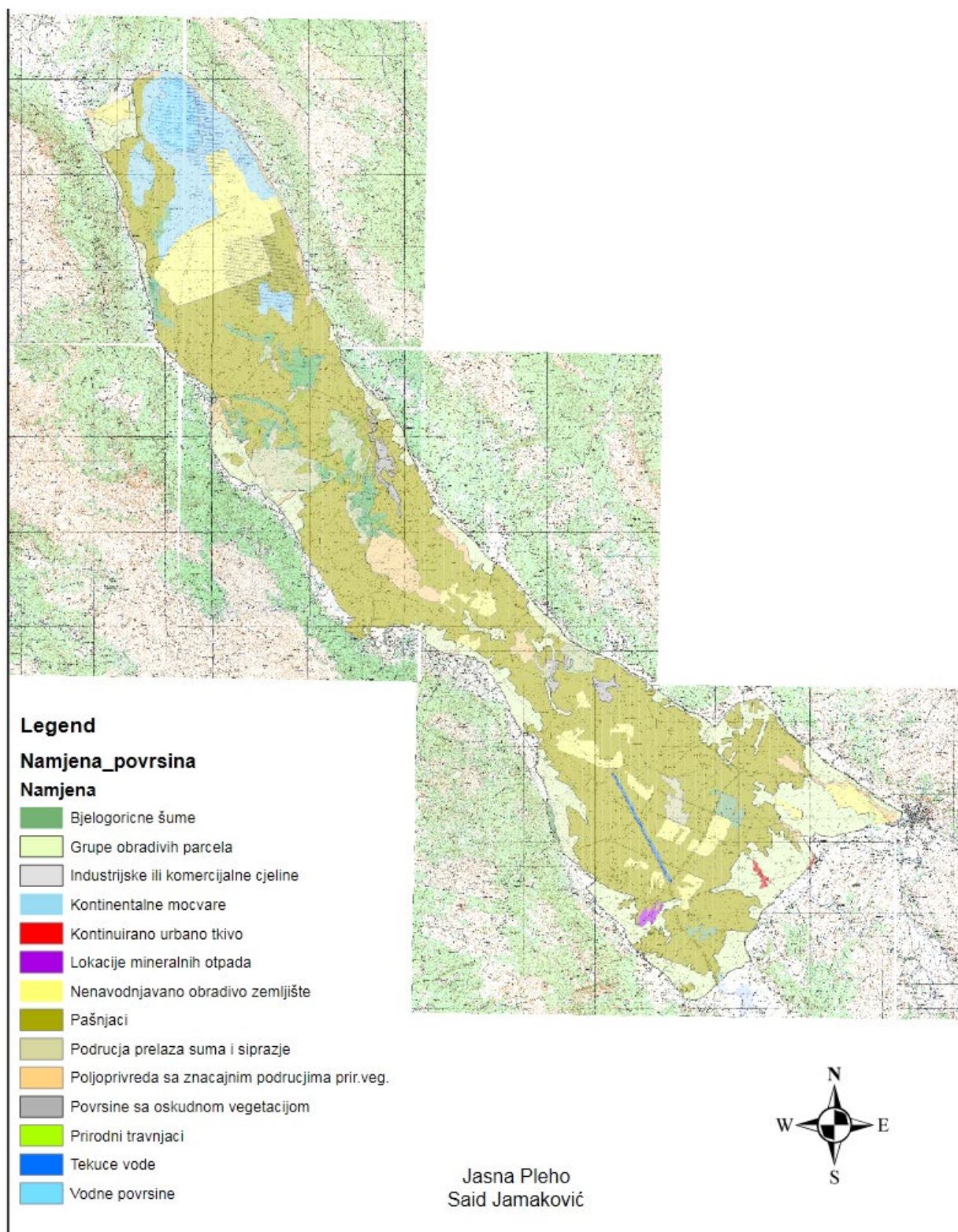
III. Project Overview and Development Context

A. Development Context

26. Bosnia and Herzegovina (BiH) is a small country (51,129 km²) in the mid-western Balkans. In 1995, the internationally brokered Dayton Peace Agreement ended the war and established Bosnia and Herzegovina as a state comprising two entities, Republika Srpska (RS) and the Federation of Bosnia and Herzegovina (FBiH), each with a high degree of autonomy. The FBiH is further split into cantons, which in turn are divided into municipalities. However, based on the administrative structure, federal institutions have equal or lesser authority than cantonal governments on a range of issues. Therefore, for example, the canton-level spatial plan has precedence over the federal spatial plan in any given area. Land can be owned by municipalities only; cantons can on their behalf negotiate and issue concessions for land use, and develop, coordinate and approve spatial plans. RS does not have cantons, and is divided straight into municipalities. Municipalities of the present day BiH are extremely understaffed and have weak capacity, but it is clear that they will remain the key grass-root administrative unit and much effort of the international community is focused on strengthening the capacities of the municipalities.

27. Most of the country is mountainous with at least 30% of the area in the karst regions of the Dinaric mountain range. BiH karst fields are situated in the FBiH in Canton 10 (the Canton almost entirely corresponds with BiH-part of the Cetina river catchment). This Canton has six municipalities and Livanjsko Polje (the Livno Karst Peatland) (Figure 1) is shared among three of them (Livno, Tomislavgrad and B. Grahovo). The largest settlement of Livanjsko Polje is the town of Livno. The town has 40,000 inhabitants. Livno is situated in the northeastern part of the field, under Bašajkovac hill. Even before the war Livno had a status of an underdeveloped municipality. Its economic activity was based on textile and chemical industry, mining, wood production and agriculture, while the most profitable companies were those in transport and trade. A substantial number of people were engaged in subsistence agriculture and cattle farming. Livno is famous for Livno cheese that is made in its villages and in Livno Dairy (nowadays mostly owned by Lura company from Croatia). Other key economic developments still present in the area are mining, water management (reservoir), and tourism. Livanjsko Polje is the key karst field of BiH, measuring some 65 km by approximately 6 km (in average). It is situated at an altitude of about 700 meters above sea level and has no surface water outflow. Therefore, all the water that collects in the basin drains through numerous sinkholes and a network of underground karst cavities towards the Cetina River in Croatia. The karst field is located completely in BiH, but represents a significant part of the Cetina River catchment area, influencing water availability in the neighbouring Croatia. This makes all of its waters regarded as international. Livanjsko Polje, at approximately 41,000 hectares (ha), is one of the largest karst fields not just in BiH and the Dinaric Alps, but also in the world. It contains an impressive network of surface and subsurface water bodies, including rivers, springs, lakes, and oxbows. A unique phenomenon is estavelas, which are holes that link with the field's surface in hydrological and hydro-biological respects. Depending on underground water levels, they act as springs in wet season or sinkholes during the dry season. Livanjsko Polje is one of the rare fields in the Dinaric Alps where natural process of karstification is still ongoing.

Figure 1 Livanjsko Polje Area Land Use Map²



² Source: Bosna S Consulting

28. The karst fields of BiH have extremely rich biodiversity at all levels: genes, species, ecosystems. It is especially rich in wetland species of vascular flora, including dozens of endemic and relict species. Livanjsko Polje is an excellent example of a well preserved “temperate grassland”, a biome which is underrepresented in the protected area systems worldwide, according to the United Nations List of Protected Areas. According to the European Union (EU) Bird Directive, Livanjsko Polje is an Important Bird Area, and it is of unique international value for the Corncrake (*Crex crex*), an important bird indicator species. For the Balkan Peninsula, the site is of great conservation interest as it has maintained unique peat-bearing bog, marsh, lowland oak forest and grassland habitats important for several breeding birds, such as Montague’s Harrier, Corncrake, Lesser-spotted Eagle, Redshank, Snipe and Great Bittern. Since karst fields have largely declined in the area, some of the species now only live exclusively in Livanjsko Polje, as they became extinct in the other areas. Especially valuable are about 100 bird species, of which many are bound to the habitats of the karst fields. It is also important to note the richness of ichthyofauna, as well as the invertebrates and mammals.

29. At karst fields, coal and lignite mining has been a major industry before the war and is still playing an important role in employment and revenue generation, although on a much lower scale than before the war. There is a common belief that the existing coal and lignite mines are not significantly damaging biodiversity (although more precise data is unavailable), so the only notable potential threat would be from new plans for Tuscica to mine coal for synthetic oil production. This has not materialized yet, and is unlikely to materialize before the Canton adopts its spatial plan. Nonetheless, the mining company assures the public at large that it is “in all cases going to adhere to all EU directives and standards that are related to environmental protection.”

30. Peat extraction, driven by Finvest company in the Zdravovac area, is another notable economic activity at Livanjsko Polje. Peat was first tapped as a commercial resource in the region in 1969, and a public company began extraction operations in the area in 1975. The current private form of the company began after the war in 1996. The current exact size of the peatland varies depending on the source consulted – the Finvest Company has a concession for 770 ha, which covers the majority of the currently existing peatland. Peat extraction takes place only in the mid- to late summer, when the flooding in the area subsides adequately. Finvest does not resort to water pumping to extend the excavation season. Finvest extracts approximately 30 million litres of peat per year. It is estimated there is a total of 17.5 million cubic meters of peat available, and at current rates it would take longer than the 30 year concession period to extract the full resource. The peat layer can be up to one meter deep, according to the company sources. The extraction process leaves a bottom layer of 0.4 meters, which is not suitable for commercial use because it is mixed with the calcium carbonate substrate. The company employs 10-20 people at various times during the year. The project document estimates gross revenue of \$700,000 per year, but data collected during this evaluation indicates that the figure is likely to be in the range of \$1.5 million, based on current prices Finvest receives for its product, which is typically packaged in 50 or 80 litre bags. A portion of the revenue is shared between the Canton and B. Grahovo municipal government. Finvest has been a willing, if sceptical, partner for the project, until the rehabilitation project

was supposed to take place. They have taken a step back and did not agree with the rehabilitation project proposal, and since there is no written agreement the issue is now left with the government of Canton 10. The project has prepared a full hydrological and ecological study, which forms basis for a future rehabilitation project - should one take place in the future.

31. To the southwest of the Livanjsko Polje region is a hydroelectric dam and reservoir, constructed in the mid-to late 20th century. Water from the region partially drains to the current reservoir, and the original plans included the construction of an additional reservoir at a depression approximately in the middle of the Livanjsko Polje. The region includes an old network of drainage ditches built throughout the 20th century, during which period the hydrological regime of the area was significantly modified. The new hydrological and ecological study that was finished towards the end of the project indicates that damming certain channels, which is not a huge investment, could prevent peat fires and drying out of the ditches. Some of the channels are in the Finvest area so rehabilitation cannot take place without their cooperation.

32. The project studies identified clear capacity gaps among municipalities (such as B. Grahovo and Livno) and Cantonal authorities (namely Canton 10) to carry out a serious economic and environmental research of options for the short-term, mid-term, and long-term vision of areas such as karst fields, under different assumptions and scenarios.

33. It has been shown that one of the root-causes of the threats to biodiversity is linked to poor local monitoring and enforcement capacity. The country, as well as international donors, is focused on higher government levels, which creates a problem for addressing critical capacity gaps at the local level, especially in the under-represented area of environmental conservation.

34. One contextual factor that has had a significant influence on the project, as discussed later, is the national elections held part-way through project implementation, on October 3, 2010. Based on the results of this election Canton 10 failed to form a governing coalition until late 2012 – approximately two years.

B. Concept Development and Project Description

i. Concept Background

35. According to stakeholders involved in the project design, the project concept appears to have originated with local non-governmental organizations (NGOs) interested in bird conservation, in the early 2000s; the exact origin of the concept is not known. The project in its current form evolved from the initial concept of more limited scope. Livanjsko Polje was originally viewed as a potential protected area based on the biodiversity and the unique ecosystem. Before the project started, efforts were underway to establish the area as a Ramsar site, and the area received this designation November 4, 2008. Following the initial attention in the area by NGOs, UNDP then approached the local government bodies to assess the potential for developing a full GEF project proposal, linked to the development of the Cantonal spatial plan, which presented an opportunity for biodiversity mainstreaming through the provision of technical inputs. Project development was then catalyzed through the PDF-A, with a team of international and national consultants, and numerous local consultations.

36. One source involved with project design and development indicated that in their view the project could have had a two or three times larger budget to deal with the water issues in the region in a more comprehensive way – particularly the transboundary issues with Croatia and hydropower, given the linkages of the hydrologic systems between the two countries. On the Croatia side, the countries are dependent on the water for drinking. At the same time, it was noted that accomplishing anything in the region requires time and process. Thus designing a project with significantly more funding would not necessarily have allowed addressing the transboundary issues.

ii. Project Description

37. The project is a GEF MSP, with \$0.95 million in GEF funding (excluding the PDF-A) and proposed co-financing of \$1.57 million, for a total budget of \$2.52 million. The project is implemented under UNDP's DEX modality, with the Canton 10 government as the main executing partner. The project was designed to take advantage of the opportunity related to the Canton 10 spatial planning process, by incorporating biodiversity conservation values into the spatial plan. The project document identifies the key threats to the Livanjsko Polje biodiversity and ecosystem as peat and coal mining, and water management practices that do not include biodiversity considerations. Also mentioned are unsustainable oak logging, and natural and human-caused fires.

38. The primary barrier to effective environmental management is the limited capacity of Canton and municipal authorities to carry out planning and land management, and a lack of capacity to enforce land management laws, policies and regulations. The project sought to address these barriers by assisting in the preparation of the spatial plan such that it includes biodiversity considerations, introducing municipal level regulations for karst field biodiversity use, strengthening enforcement capacity of Canton and municipal inspectorates, developing by-laws and methodology on biodiversity-friendly peat extraction, and promoting an international agreement on water management between Croatia and BiH. As stated in the project document, the project's objective is *"To strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level."* To achieve the objective, the project focused on two main outcomes, each with sub-outputs:

- **Outcome 1:** Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures;
 - **Output 1.1:** Canton 10 spatial plan for Livno Polje integrates biodiversity concerns;
 - **Output 1.2:** Policies in place, enforcement capacity of cantonal and where appropriate federal environmental ministries and inspectors strengthened;
- **Outcome 2:** Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements;
 - **Output 2.1:** By-laws and methodological guidance on ecologically safe peat and coal mining developed and validated;
 - **Output 2.2:** Internationally accepted (Croatia-BiH) plan for cross-border water management plan;

- **Output 2.3:** Lessons learned are shared.

39. The previously shown map, Figure 1, indicates the area of Canton 10 in western Bosnia I Herzegovina targeted under the project.

40. The results expected under the project are indicated through the project logframe indicators and targets, as outlined in Section V.C, which assesses project results.

iii. Project Timing and Milestones

41. Table 1 below shows a summary of the key project milestone dates. The PDF-A was approved in March 2005, and the project development and approval process was quite extended, with implementation start reached in February 2009. However, the project manager was not in place until September 2009, and thus only the inception workshop, in July 2009, was held during the initial six months. The project was planned for a 48-month implementation period, with completion initially planned for November 15, 2012, but this was extended to May 31, 2013 following the mid-term evaluation. On the whole, the project development and approval period was 46 months, which is 16 months longer than the GEF average for MSPs.³

42. The project implementation start was delayed following UNDP internal approval in June 2008 due to negotiations with the government regarding implementation arrangements. With the time required to hire the project manager, significant work did not begin until approximately 15 months after UNDP approval.

43. There was initially concern that the project start-up delays would cause the project to be late for the Canton 10 spatial planning process. However, due to various issues associated with this process (see Section V.A on factors affecting project implementation), the project actually has reached completion prior to the completion of the Canton 10 spatial planning process. Had the Canton 10 spatial planning process gone ahead as anticipated, the delay in project implementation start likely would have had a negative effect on the project's ability to actively engage the planning process and follow through with the mainstreaming approach. However, due to the delays in the spatial planning process, the project's timing has been beneficial since the project was able to provide inputs to the spatial planning process.

Table 1 Project Key Milestone Dates⁴

Milestone	Expected date	Actual date	Months (total)
a. PDF-A Approval	Not Applicable	March 08, 2005	Not Applicable
b. Project Information Form Approval Date	Not Applicable	September 17, 2007	30 (30)
c. Chief Executive Officer Endorsement / Approval	Not Applicable	April 16, 2008	6 (36)
d. Agency Approval	Not specified	June 27, 2008	2 (38)

³ GEF Evaluation Office. 2007. "Joint Evaluation of the GEF Activity Cycle and Modalities," Evaluation Report No. 33. Washington, D.C.: GEF Evaluation Office.

⁴Sources: a: GEF online database; b: GEF online database; c: GEF Secretariat review sheet; c: date of GEF Secretariat letter notifying council members of project posting; d: 2010 PIR; e: 2010 PIR; f: commencement of mid-term evaluation field mission; g: timeframe of terminal evaluation field mission; h: planned operational completion; i. Estimated based on standard UNDP operational procedures.

e. Implementation Start (first disbursement)	July 2008	February 18, 2009	8 (46)
f. Mid-term Evaluation	February 15, 2011	March 2, 2011	24 (70)
g. Terminal Evaluation	December 31, 2012	March 2013	24 (94)
h. Project Operational Completion	June 30, 2012 => November 15, 2012	May 31, 2013	2 (96)
i. Project Financial Closing	November 15, 2013	December 31, 2013	7 (103)

C. Karst Mainstreaming Project Relevance

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

i. Relevance at Local and National Levels

45. The project is in accordance with Livno Local Environment Action Plan (LEAP). Livno LEAP, amongst others, recognizes issues related to water management and biodiversity protection and describes their state in chapter 2 of the document. The activity plan at the end of the document specifies the activities that should be undertaken to enhance the protection of the area, including environmental education and awareness-raising activities.

46. The project is consistent with the Third National Report on Biodiversity of BiH, which promotes reconciliation of economic, environmental and social priorities. The National Environmental Action Plan (NEAP) identifies conservation of biodiversity as a priority in the Chapter "Biodiversity, Geological Diversity and protection of Cultural and Natural Heritage". The "Integrated Spatial Management" Chapter of the NEAP identifies Spatial Planning as one of the main goals, for Entity and Cantonal level. The World Bank's Poverty Reduction Strategy Paper for BiH further seeks integration of biodiversity into sectors and sustainable livelihood opportunities through the "Sector Priorities Related to Environment and Water Management." Within those policies, karst and peatland fields are the main priorities in BiH, as these cover one third of the country. The FBiH has adopted a Law on Nature Protection, which sets up the norms and standards for biodiversity conservation, including for integration of nature conservation principles in spatial and sectoral planning.

ii. Relevance to Multilateral Environmental Agreements

47. The Convention on Biological Diversity (CBD), established in 1992, provides the framework and overall objective for biodiversity conservation projects supported by the GEF. The GEF is a designated financial mechanism for the United Nations CBD. As such, projects funded by the GEF must be relevant to and support the implementation of this convention.

48. Bosnia and Herzegovina acceded to the United Nations CBD on August 25, 2002, and is therefore fully eligible for technical assistance from UNDP and GEF. Through the expected outcomes and overall goal of mainstreaming karst peatland biodiversity conservation in Canton 10, the Karst Mainstreaming project is broadly supportive of implementation of the CBD, but is specifically relevant to Article 6 (General Measures for Conservation and Sustainable Use),

Article 7 (Identification and Monitoring), Article 8 (In-situ Conservation), Article 10 (Sustainable Use of Components of Biological Diversity), Article 12 (Research and Training), and Article 13 (Public Education and Awareness). The project contributes to thematic programmes of the CBD of such as Agriculture Biodiversity.

49. At the 10th Conference of Parties to the CBD, in 2010, in decision X/2, member nations of the convention adopted the Strategic Plan for Biodiversity 2011-2020, which included the Aichi Biodiversity Targets.⁵ The BiH Karst project is broadly supportive of most, if not all of the targets, but is specifically relevant to the following targets:

- *Target 1: By 2020, at the latest, people are aware of the values of biodiversity and the steps they can take to conserve and use it sustainably.*
- *Target 2: By 2020, at the latest, biodiversity values have been integrated into national and local development and poverty reduction strategies and planning processes and are being incorporated into national accounting, as appropriate, and reporting systems.*
- *Target 4: By 2020, at the latest, Governments, business and stakeholders at all levels have taken steps to achieve or have implemented plans for sustainable production and consumption and have kept the impacts of use of natural resources well within safe ecological limits.*
- *Target 5: By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced.*
- *Target 8: By 2020, pollution, including from excess nutrients, has been brought to levels that are not detrimental to ecosystem function and biodiversity.*
- *Target 11: By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscapes and seascapes.*
- *Target 12: By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.*
- *Target 14: By 2020, ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable.*
- *Target 18: By 2020, the traditional knowledge, innovations and practices of indigenous and local communities relevant for the conservation and sustainable use of biodiversity, and their customary use of biological resources, are respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention with the full and effective participation of indigenous and local communities, at all relevant levels.*

⁵ See <http://www.cbd.int/decision/cop/?id=12268> for the full text of the decision, including the Aichi Targets.

- *Target 19: By 2020, knowledge, the science base and technologies relating to biodiversity, its values, functioning, status and trends, and the consequences of its loss, are improved, widely shared and transferred, and applied.*

50. The project also supports the Ramsar Convention on Wetlands, as the project site is classified as a Ramsar site. Although a target date for EU accession has not been set, BiH is already working to harmonize policies and laws with relevant EU policies. In this regard the project supports within BiH the EU Birds Directive, EU Habitats Directive, and EU Water Framework Directive.

iii. Relevance to GEF Strategies, Priorities and Principles

51. The GEF has limited financial resources so it has identified a set of strategic priorities and objectives designed to support the GEF's catalytic role and leverage resources for maximum impact. Thus, GEF supported projects should be, amongst all, relevant to the GEF's strategic priorities and objectives. While strategic priorities are reviewed and proposed for each four-year cycle of the GEF, in practice the overall focus of the GEF's support in the biodiversity focal has remained relatively consistent over the years. The Karst Mainstreaming project was approved during the fourth phase of the GEF (GEF-4, July 2006 through June 2010). As a "biodiversity mainstreaming" effort, the project supports the second strategic priority of the GEF in the biodiversity focal area: "Mainstream biodiversity conservation and sustainable use into production landscapes, seascapes and sectors." This is the most recent iteration of the GEF biodiversity strategic priorities (developed for GEF-5), but this is approximately similar to the GEF-4 strategic priorities at the time the project was developed and approved. This mainstreaming strategic priority is supported through the project's direct technical contributions on biodiversity and water management to the Cantonal spatial planning process. The Cantonal spatial plan will guide the management and development of economic activity in the Livanjsko Polje ecosystem and surrounding area for 10 years, once completed. According to the project document, within 10 years of implementation start the project will ensure biodiversity-friendly economic activities across 125,000 hectares of production landscapes, including the area covered by the karst peatlands. However, according to the project-completed GEF Tracking Tool for strategic priority 2, the project is indirectly covering 41,000 hectares, while directly focusing on 750 hectares. Based on the project activities and objectives, the project is assessed to be relevant to GEF strategies and priorities.

IV. Project Design and Implementation

A. Key Elements of Project Design and Planning

52. Overall the project approach of integrating environmental considerations in spatial planning processes and documents is a highly necessary approach for conserving biodiversity outside of protected areas. While the overall project concept and objective was relevant, there are aspects of the project design that could have been improved to increase the potential results of the project. Some key points related to project design are highlighted below.

53. Strategic value of mini-grants program: The incorporation of "micro-grant" or "mini-grant" elements of UNDP GEF projects has proven valuable in a number of contexts, and such programs often have the potential to demonstrate concrete results on the ground, and build

stakeholder buy-in amongst local resource users and local government. However, to be of strategic value, such programs should have a particular strategic focus, and also be of a certain size. The Micro Capital Grants program for the Karst Mainstreaming project was approximately \$51,400 (\$26,000 USD in the first round, and \$25,400 USD in the second round), which financed six projects by local civil society organizations. Overall this is a relatively small program, though the amount of resources does represent a sizable investment for the region targeted. Because the absorption capacity in the region is so low however, the program was forced to cover a relatively wide programmatic focus in terms of the types of projects funded. Projects included restoration of crayfish in a river in the region, support for a women's organization for handcrafts, support for beekeeping, support for local organic cheese producers, and support for securing protection of the wild horses in the region. In the case of the Karst Mainstreaming project, there is not a clear strategic value to this aspect of the project in relation to other project activities. The Karst Mainstreaming mid-term evaluation noted "It must be ensured that the micro-grant activities are placed in the appropriate broader context, and leveraged to contribute to the overall objectives of the project, rather than being carried out as small isolated activities." The project may have tried to improve this aspect in the second half of implementation, but it could not overcome the initial disjointed aspect of this element of the project design.

54. Sequencing of awareness raising and education activities: Following the mid-term evaluation, the project focused more on awareness raising and education aspects of project activities. The value and importance of these activities in catalyzing stakeholder interest, understanding, and action was noted, and it became clear that had these activities been carried out during the first half of the project, the project may have been able to make greater progress with some of the other project results in the policy and legal realms.

55. Reducing dependence on government stakeholders in context of political instability: Although the political outlook in BiH, and in Canton 10, was much more optimistic when the project was being designed and approved, it should have been clear that the post-war country is still very much in a period of political transition. As such, it would have been better if the project design had been developed to have a reduced or limited reliance on government institutions for achieving key project results. Government institutions are and always will be key partners for GEF projects, but in many instances political instability and turnover – combined with already low institutional capacity – limits the ability of government institutions to meaningfully contribute to the expected results of GEF projects. GEF projects must continue working with government institutions and strengthening their capacity, but when possible, projects should be designed so that key planned project results are not fully dependent on government partners.

56. Realistic expectations about project's ability to influence bilateral negotiations and processes: Among the planned results of the Karst Mainstreaming project was that the project would support a "participatory cross-border consultation process", the outcome of which would be "a basis for a cross-border agreement between Croatia and BiH, and the project will support lawyers and professional specialists to finalize that agreement." Having this significant of an influence on a bilateral agreement on such a critical issue as water management was clearly beyond the scope of a project of this size, implemented in only one of the two countries.

To its credit, the project document does identify the potential inability to reach consensus with Croatia on water management as a moderate to high risk.

57. Clarity on nature and specificity of government and private sector commitments: One of the main project objectives related to restoration of peatland that had been mined and otherwise degraded through private sector extraction and other forms of historical use (e.g. channelization, drainage, etc.). While the private sector company in question – Finvest – was initially a willing, if skeptical, project partner (even signing a co-financing agreement when the project was approved), once the project proposed concrete actions for peatland restoration Finvest declined to participate and provide further support. This is not surprising, since restoration of the targeted area would have a direct negative influence on the ability of Finvest to continue harvesting peat in its concession area. Further, there was not adequate political support to force Finvest to accept the project’s proposed restoration activities. Thus clearer and more specific written agreements prior to project approval would have either put mechanisms in place to ensure peatland restoration activities went ahead, or would have allowed this goal to be identified as an untenable expected project result.

B. Project Management and Cost-Effectiveness (Efficiency)

58. Overall the **efficiency** of the project is rated highly satisfactory, based on the overall highly professional project management that should serve as a model for GEF projects, as well as the clear attention to ensuring cost-effectiveness of all project activities. The implementation approach and other aspects of efficiency, including cost-effectiveness of management, are in-line with international norms and standards, and UNDP rules and guidelines. The project was executed under UNDP’s Direct Execution modality, with UNDP as the executing agency. The project was executed in a professional and efficient manner, with strong adaptive management and good financial management. In its “implementing agency” role, UNDP has also provided the appropriate and necessary support and oversight. Stakeholders have highlighted the good communication and coordination with UNDP on all matters.

i. Karst Mainstreaming Project Implementation Arrangements

59. The project is directly executed by UNDP, known as the “DEX” implementation approach. This is a UNDP standard approach in post-conflict countries, and all UNDP projects in countries are implemented through DEX. Thus the project manager and project associate were contracted UNDP staff members (not open term staff), and the UNDP BiH Country Office took full responsibility for the administration and financial management of the project. Financial management is carried out according to standard UNDP financial rules and regulations. The project manager is also overseeing execution of another GEF project in the country (the “Biomass Energy for Employment and Energy Security Project”, GEF ID 3257). This approach was taken because of the challenges of finding and retaining qualified project managers in the country. As it was, hiring of the current project manager required five months, re-advertisement of the position, and multiple rounds of interviews. As both projects were MSPs and therefore smaller scale, this arrangement was adequate. The project manager was based in Sarajevo; a part-time local liaison officer in Livno was employed by the project for part of the implementation period to facilitate communication with stakeholders in the region. All project stakeholders and beneficiaries interviewed expressed satisfaction with the implementation

arrangements, and noted that the project manager regularly visits Livno and the project region, which is confirmed by the project team's numerous back to office reports and meeting minutes. The project stands as a strong example of excellent planning, organization and record-keeping, which corresponds to cost-effective implementation. The project has comprehensive and well-organized documentation of all aspects of the project, including written and electronic correspondence. The project team has established a reputation of proactivity and excellent attention to detail, with an overall highly professional approach.

60. The project execution is overseen by the Project Board, which is made up of representatives from the key government agencies, UNDP, and other stakeholders (as highlighted in Section VI.A on stakeholder participation). The Project Board has a mandate to provide strategic guidance to the project, support project implementation, and monitor implementation progress. In total the Project Board formally met six times over the 3.5 year project implementation period. The project team prepared annual workplans and budgets for approval by the Project Board, and submitted quarterly operational reports. The Project Board was an important mechanism for disseminating project results to other relevant institutions within the country, such as the Federal Ministry for Spatial Planning. Unfortunately, a key stakeholder, the FMOIT (the CBD focal point), was not engaged in the Project Board meetings, despite multiple outreach attempts by the project team. According to the project team, the ministry cites their capacity limitations as the main reason for their lack of participation. The project has had some positive collaboration with the FMOIT in the organization of a conference for the 2010 International Year of Biodiversity and other matters, as further discussed in Section VI.A on stakeholder participation.

ii. UNDP Project Oversight

61. UNDP is the responsible GEF Agency for the project, and carried general backstopping and oversight responsibilities, as well as handling the financial accounts. Because the project is implemented under DEX arrangements UNDP does not play the same supervision role as seen in projects implemented under NEX arrangements, where the executing organization is a separate entity. For this project a UNDP non-permanent staff member is the project manager, and is supported by UNDP senior technical staff. All stakeholders interviewed for this evaluation indicated that the level of communication, collaboration, and coordination with UNDP has been very good. This extends to the project development period as well, where stakeholders indicated that although the development process took much longer than expected, UNDP was always a good partner. There are some aspects of the project design that could have been strengthened, but the project document was well-developed, with all aspects of the project clearly outlined and key GEF criteria addressed.

iii. Flexibility and Adaptive Management

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

63. The Karst Mainstreaming project has demonstrated excellent flexibility and adaptive management, as a necessity in the face of a variety of confounding factors. To begin with, the activities planned in the project document were not well-aligned with the results indicators in the project logframe (which, in itself, was not well designed). Examples of adaptive management include a variety of adjustments made following the midterm evaluation. The project made important revisions to the logframe, reduced the project emphasis on the peatland rehabilitation activity that was considered to technically and politically challenging for the project timeframe, and increased the emphasis on education and awareness-raising activities.

iv. Financial Management, and Planning by Component and Delivery

64. All available evaluative evidence indicates that UNDP and the project team have taken all possible efforts to ensure project cost-effectiveness. The project financial management is carried out according to UNDP rules and procedures, including contracting and procurement. All indications are that the project is implemented along financial norms and standards for international development projects. The monitoring and evaluation plan in the project document indicates that the project will be included in an annual audit of the UNDP country office by UNDP certified independent auditors, but the project has not yet been selected among the projects from UNDP's portfolio for auditing. The project undergoes an annual budget revision (in June), and quarterly financial reports are submitted by the project team to trigger disbursements for the subsequent period. Some additional budget revisions were required at times other than the annual revision; the project had seven budget revisions.

65. Table 2 below provides an overview of proposed and actual expenditures by component, including project management. The total planned budget for the project is divided between the two main outcomes and project management activities. Outcome 1 is budgeted for 32.7% of GEF resources, and Outcome 2 is budgeted for 57.8% of GEF resources. The project management budget is set at 10% of the GEF allocation - \$95,000 – which is in-line with GEF policies and requirements. The actual total expenditure for project management is not known because the project is ending after the final evaluation, but as of the end of 2012 the project was on track with the planned budget for project management.

66. As of May 31, 2013 (the project operational closing) the project had a total delivery rate of 99.8% of GEF resources, with a remaining balance of \$2,011 for final office bills after project completion. Figure 2 below shows the planned vs. actual expenditure for each of the project components, based on data from Table 2. Delivery for each of the planned components was remarkably in-line with planned expenditure, with delivery of 99.2% for Outcome 1, 99.5% for Outcome 2, and 103.6% for the management budget.

67. One challenge for the project has been the decline in the value of the United States dollar (USD) since the time when the project budget was initially designed, which has reduced the project's local purchasing power. As a result, some project activities have had to be reduced in scope, and some revisions made to the budget. During the project development period alone, the KM-USD exchange rate declined from 1.558 in June 2005 (when project development started) to 1.340 in October 2009 (when project activities substantively started). The current exchange rate is 1.53.

Figure 2 Karst Mainstreaming Planned vs Actual Expenditure by Component

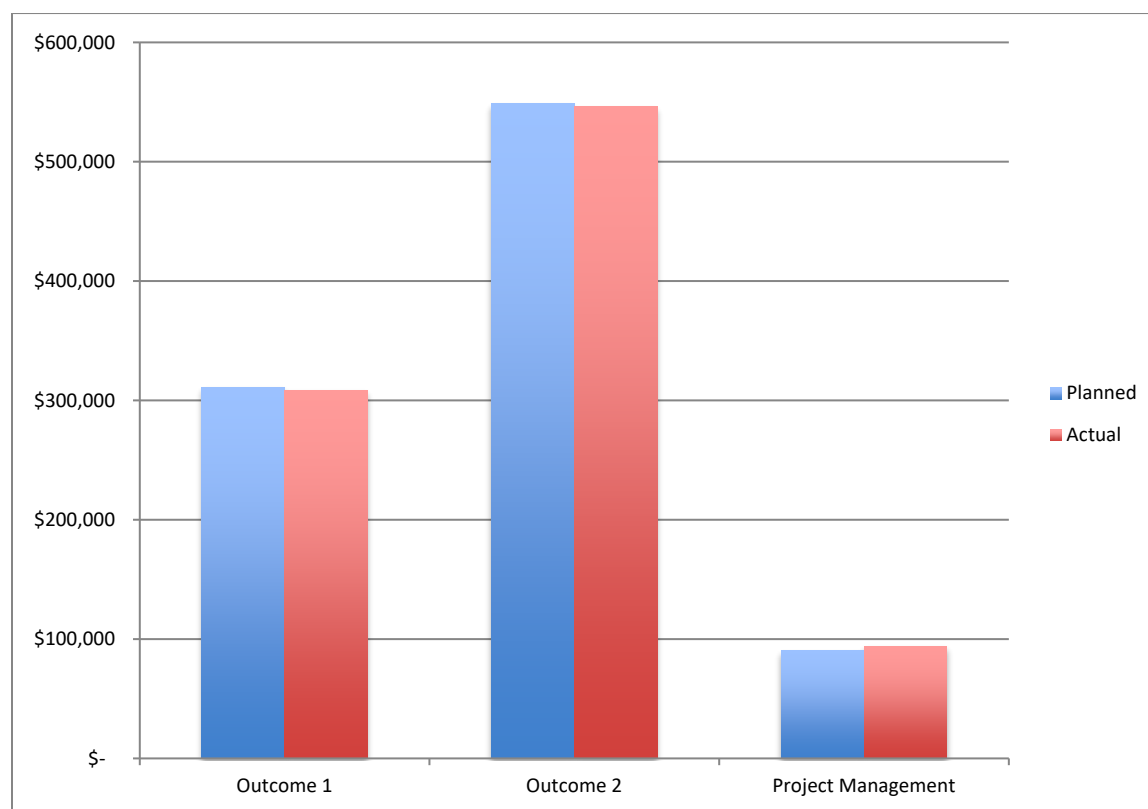


Table 2 Project Planned Budget and Actual Expenditure Through May 31, 2013 (USD)

	GEF Amount Planned	% of GEF Amount Planned	Total Planned	% of Total Planned	GEF Amount Actual	Actual % of GEF Amount Planned
Outcome 1: Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures	\$0.31	32.7%	\$1.03	40.9%	\$0.31	99.2%
Outcome 2: Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements	\$0.55	57.8%	\$1.24	49.2%	\$0.55	99.5%
Monitoring and Evaluation	\$0.07	N/S*	\$0.07	N/S*	N/S	N/S
Project Management	\$0.01	9.5%	\$0.25	9.9%	\$0.09	103.6%
Total	0.95		2.52		\$0.95	99.8%

*A total budget for monitoring and evaluation was provided in the project document, but it was not specified from which component of the project this budget would be drawn. M&E was not broken out separately in the project framework table.

** Actual amounts are based on UNDP ATLAS budget categories, and thus may not correspond directly to the planned budget categories as broken out in the project document. For example, "Project Management" is tracked as "Activity 3" in ATLAS, but may include more than the project management activities as defined by the GEF. Monitoring and evaluation budget expenditure was not specifically broken out in ATLAS records.

Source: "GEF Amount Planned" and "Total Planned": CEO Endorsement Section A "Project Framework"; "GEF Amount Actual": Project budget ATLAS records provided by the project team.

Table 3 Project Planned and Actual Co-financing Through May 31, 2013 (USD)

Co-financing (Type/Source)	UN Agency		Government**		NGOs		Other Sources*		Total Co-financing		Percent of Expected co-financing
	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Proposed	Actual	Actual share of proposed
Grant	0.45	0.30	0.37	0.25					0.82	0.55	67.1%
Credits											
Loans											
Equity											
In-kind	0.45	0.00	0.08	0.00	0.12	0.23	0.10	0.00	0.75	0.23	30.7%
Non-grant instruments											
Other types											
Total	0.90	0.30	0.45	0.25	0.12	0.23	0.10	0.00	1.57	0.78	45.8%

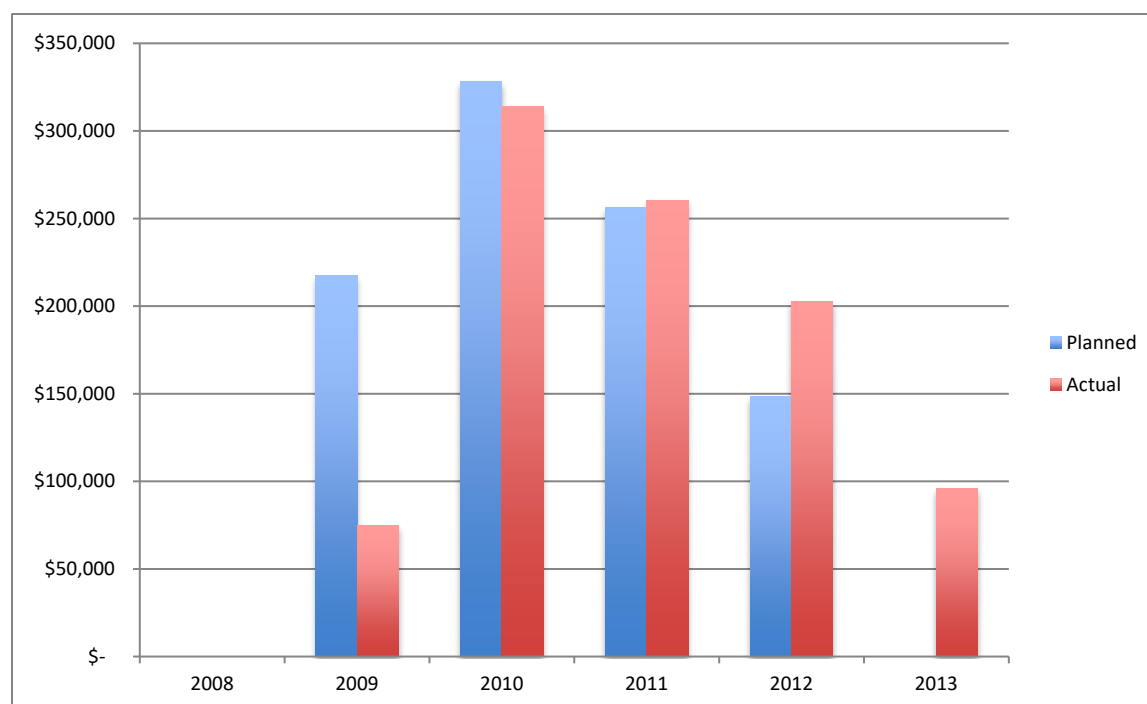
Sources: 2012 PIR "Finance" section, and additional figures provided by project team.

*Planned "Other Sources" were from the private sector firm Finvest.

** Includes co-financing from: Livno Municipality and Canton 10 government.

68. As highlighted in Section III.B.iii above on project milestones, while the UNDP Prodoc signature was in June 2008, the project's first disbursement was not until February 2009, and even then concrete activities did not start until approximately eight months later, after the project manager was hired. The project closed May 31, 2013, a total official implementation time of 58 months, compared to the original planned implementation period of 48 months. However, considering the actual project start as the inception workshop in July 2009, the practical period of implementation was only 47 months. Figure 3 below shows project planned vs. actual expenditure over time. The actual average annual disbursement was \$158,333 USD (counting 2008 as the starting year, and assuming the full project balance was disbursed in 2013); this is 66.7% of the planned average annual disbursement of \$237,500. It should be noted that for Year 1, the planned amount was for a full 12 months, whereas the project's first disbursement did not occur in 2008. With the first disbursement occurring in February 2009, 2009 can be considered approximately equal to the project's planned first year budget; however, the project manager was not hired until September 2009, so 2009 can not, from a practical sense, be considered the first full year of project implementation.

Figure 3 Karst Mainstreaming Project Planned vs. Actual Disbursement by Year



v. Project Planned and Actual Co-financing

69. The Karst Mainstreaming project's planned and actual co-financing are shown in Table 3 above. Planned co-financing was \$1.57 million USD. A significant portion of the co-financing was to come from UNDP with total co-financing of \$900,000, split between grant and in-kind allocations. Another large portion was to come from the Canton and municipal governments in the project region, also in both cash and in-kind. Remaining co-financing partners consist of the private sector (the Finvest company) and various NGOs. As of May 31, 2013, the project had

only received 45.8% of expected co-financing. The biggest shortfalls have been from the planned UNDP sources (~\$600,000 USD less than planned) and from the local government sources (~\$200,000 USD less than planned). Some new co-financing partners, particularly local NGOs and local government institutions, have provided co-financing that was not anticipated at project approval.

70. There are a number of relevant projects and initiatives broadly related to the work of the Karst Mainstreaming project, and in some cases directly related. These include:

- Dinaric Arc Initiative
- Europe's Living Heart: Preserving Bosnia and Herzegovina's Natural Heritage using EU-tools
- Euronatur: An Assessment of Bird Hunting in Albania, Bosnia-Herzegovina, Croatia, Montenegro, Slovenia and Serbia
- World Bank: Forests and Mountain Protected Areas Project for Bosnia and Herzegovina
- WWF: Restoring Bosnia's Neretva River, Sharing Waters project

V. BiH Karst Project Results (Effectiveness)

A. Key Factors Affecting Project Implementation

71. The context in which the Karst Mainstreaming project was operating shifted significantly during the course of implementation in numerous ways, almost all of which had negative influences. All issues considered, the project faced more numerous and significant negative exogenous factors than most GEF projects. Multiple stakeholders agreed that had the situation been different the project might have been able to achieve more, but that the project accomplished as much as it possibly could under the circumstances.

72. To begin with, the project design had a number of shortcomings. Some of these shortcomings have only become more obvious over time (such as the evidently inadequate analysis and planning associated with the peat rehabilitation activity), but some should have been evident from the beginning (such as the overambitiousness related to the cross-border water management negotiations, and the lack of strategic integration of the micro-capital grants program). The project did attempt to take a results-based approach during implementation without adhering too strictly to the project document, but it was still mostly limited to the main activity components envisioned in the project document.

73. Outcome 1 of the project became complicated when the company contracted to complete the Canton 10 spatial plan went into bankruptcy during the first half of the project, and work on the spatial plan correspondingly came to a halt. At the mid-term of the project it was still envisioned that work would resume soon and the spatial plan would be completed and approved by the Cantonal government before the end of the project, but this turned out not to be the case, partly because of the lack of a functional canton government following the October 2010 elections. As of the terminal evaluation in March 2013, the re-tendering of the Canton 10 spatial plan contract had still not been completed. Thus, the spatial plan was still at least a year from completion.

74. National elections were held in Bosnia and Herzegovina on October 3, 2010, including Cantonal parliamentary elections. Following the election, all cantons in Bosnia and Herzegovina formed governments, except Canton 10. Based on the results of the elections, and a variety of political factors, the Canton was not able to form a functional government until late 2012 – approximately two years after the election. Such circumstances were unprecedented, and could not have been anticipated – even in a country with an unstable political situation. During this gap in governing authority the project’s ability to work with the government as an executing partner was extremely limited, and as such the main project activities directly related to the governmental authority were put on hold. The key individual Canton government staff remained in place during this time, and, for example, continued to serve on the Project Board. However, this situation contributed to the delayed progress on the cantonal spatial plan, along with the bankruptcy issues mentioned above. Further, the lack of government delayed discussions about the potential continuation and budgeting for the local biodiversity inspection officer that was supported by the project.

75. The peatland rehabilitation activities planned in the project document turned out to be not feasible because the project did not have any political or legal leverage to force the private concessionaire, Finvest, to accept activities that would have negative financial implications for the company. While some question the transparency of the origins of the concession in the mid-1990s immediately following the war, the company does hold the concession to extract peat in a defined area, and is supported by B. Grahovo municipality, which has jurisdiction over this portion of Livno Polje. It is not clear exactly how the Karst Mainstreaming project developers expected that the project would move ahead with this activity that is counter to Finvest’s interests. As Finvest did sign on as a project co-financer at the development stage, it appears that either Finvest or the project development team, or both, were unaware of or did not understand the potential negative impact the peatland rehabilitation activities could have on Finvest’s business. Alternatively, Finvest might have been aware, but did not take the project seriously in terms of expecting that it would actually get around to doing something on the ground, given the slow pace of the project development phase. In any case, there was not a clear and specific written agreement signed between UNDP, B. Grahovo municipality, and Finvest articulating exactly what activities would be undertaken where. If there had been a specific signed agreement, the project might have been able to force the rehabilitation issue with the other stakeholders, but in the absence of such a written document, there was little that could be done. Forcing a legally operating private sector company to act against their financial interests would be a tall order in any country or context, and expecting that this project would be able to do so was a notable flaw of the project design.

76. In addition to the above specific factors, it should be noted that working with the government in BiH is an even more fraught proposition than in the average country. The post-war political agreement establishing the current federal and cantonal institutional framework and administrative structure created a system with layers upon layers of bureaucracy, and a situation where institutional jurisdictions and mandates are far from clear. There is not always a well-defined allocation of responsibilities among institutions or between federal and cantonal levels. This hampers effective environmental management in numerous ways – for example, no single institution has a clear mandate for water management, in contrast to neighboring

Croatia, which has a specific well-regarded institution for water management. Needless to say achieving results at the policy level in BiH is a challenging, time-consuming process, and this negatively affected the project in a more significant manner than is the case in most other countries.

B. Progress Toward Achievement of Anticipated Outcomes

77. As described further below, based on achievement of expected outcomes, **effectiveness** is rated **moderately unsatisfactory**. The project logframe includes indicators and targets for each of the outcomes, which are assessed in Section V.C below. In the sections below reviewing the two outcomes, the primary outputs are listed, and key results highlighted.

78. The stated project objective was *“To strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level.”* Overall **progress toward the project objective** and project goal is considered **moderately unsatisfactory**. As described in Section V.A above, a number of factors beyond the project’s control have so far limited the degree of progress toward the project outcomes and objective. In addition, as highlighted in Section IV.A on the project design, a number of aspects of the project were overambitious. Nonetheless, the project has made valuable and important contributions, which should provide some positive benefits for biodiversity conservation in Livansko Polje in the future, particularly if project stakeholders take some additional concrete steps following project completion. Key results produced by the project include:

- Valuable and important technical reports related to biodiversity, ecology, and hydrology in Livno Polje, which should be incorporated in relevant spatial plans and used for other aspects of environmental management in the region;
- Incorporation of some project outputs in the initial draft of the Canton 10 spatial plan, which represents the incorporation of biodiversity issues in spatial planning for the first time in the region;
- Increased awareness, understanding, and capacity of regional and local government officials related to key environmental issues in Livno Polje;
- Adoption of a biodiversity policy by Livno municipality, the largest town in the region, who’s jurisdiction covers a large portion of the Livno Polje Ramsar site;
- Increased environmental awareness of the general public in communities surrounding Livno Polje (though no quantitative assessments of this contribution are available), including environmental education materials provided to 100% of schools in the three municipalities targeted under the project and training of journalists on environmental issues in the region;
- Increased capacity of civil society in the region, through the micro-capital grants program, which supported six micro-grants supporting sustainable development in the region;
- Establishment of a local biodiversity inspector position for a portion of the project period, and which will hopefully be continued by the cantonal government after the project;
- Production of plans for peatland rehabilitation in Livno Polje, should the political will to undertake such an activity develop;

79. While the project had a number of positive results, achievements at the outcome level are as yet limited. As a biodiversity mainstreaming project, the most significant mechanism by which biodiversity considerations are to be mainstreamed in the region is through the incorporation of biodiversity aspects in the Canton 10 spatial plan. The Canton 10 spatial plan is still only partially developed, and a new company is still being contracted to complete the plan. It remains to be seen to what extent biodiversity considerations will be included in the final version of the plan that will be approved by the Canton 10 government. Completion and approval of the plan is anticipated to be at least a year after project completion. The project also contributed to some draft policies and legislation supporting mainstreaming of biodiversity in natural resource management in the region, though none of these have been officially adopted, other than Livno municipality's biodiversity policy.

i. Outcome 1: Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures

80. Outcome 1 has not yet been achieved, and results for this outcome are rated **moderately unsatisfactory**. This outcome is primarily focused on mainstreaming biodiversity in the Canton 10 spatial plan, but also includes capacity development activities for government authorities related to environmental management, and the micro-capital grants program.

81. The Karst Mainstreaming project worked on incorporation of biodiversity aspects in spatial planning at three levels – federal, cantonal and municipal. Due to the structure of government in BiH, the cantonal spatial plan has the greatest level of authority in a region, and the Canton 10 spatial plan was the primary focus of the project. In December 2010 the project presented to the Canton 10 spatial planning authorities the initial set of inputs for the spatial plan. This included a set of maps (and associated spatial data) highlighting key areas for biodiversity conservation in the region, and a proposal for integrated management of ecological and water resources in Livno Polje. The project contracted the firm Bosna S Consulting to produce these outputs, and the products were of high technical quality. The documents produced by the project included designation of Livno Polje as a protected landscape, linked with the region's status as a Ramsar site. The project outputs were approved by the Canton 10 spatial planning committee, and shared with the company that was then working on the development of the spatial plan. The project also contracted an expert in biodiversity and spatial planning, who provided comments on initial work on the spatial plan. Following these inputs, the initial draft of the spatial plan base layer included a biodiversity component with data provided by the project.

82. This initial draft of the Canton 10 spatial plan was approved by the canton spatial planning committee, and represented the first time biodiversity considerations were included in spatial planning in the region, which can be considered an important success of the project. Due to the bankruptcy of the company initially working on the spatial plan, and the lack of government formation in Canton 10 following the October 2010 elections, further work on the Canton spatial plan has not progressed during the second half of the project. The project did produce additional outputs for consideration in the spatial plan (such as a SWOT analysis for land use within Livanjsko Polje for different development scenarios, and water protection zone maps), but there has not yet been the opportunity for these to be incorporated in further

development of the spatial plan. It is anticipated that work on the Canton 10 spatial plan will resume in the second half of 2013, with a draft full version produced in 2014 for government adoption. Since multiple members of the Canton 10 spatial plan were key project partners and participated in the Project Board, it is anticipated that the Karst Mainstreaming project inputs will be provided to the new company that will be working on completion of the spatial plan. As such, it is expected that the project results will eventually be included in the Canton 10 spatial plan, but it is not possible to say at the time of this evaluation the extent to which this will occur. Given the timeframes for the processes involved, it is only anticipated that on-the-ground benefits from this aspect of the project's work will be seen many years after project completion.

83. The project also worked on integration of biodiversity issues in the federal level spatial plan covering Canton 10, as one of the Project Board members was from the Federal Ministry for spatial planning. The designation of Livno Polje as a protected landscape was included in the federal spatial plan, although this plan is also not yet approved. The federal spatial plan does not take precedence over the cantonal spatial plan. It is anticipated that the federal spatial plan will be approved within a year after project completion. Once approved, management documents for Livno Polje as a protected landscape would need to be developed (mandated to be within four years after approval of the spatial plan) and approved, and then implemented.

84. The project also provided inputs to the municipal spatial plans for the three municipalities targeted under the project – Tomislavgrad, Livno, and B. Grahovo. The project held informational meetings with the municipalities, and provided documents with data for the municipal spatial plans. The municipal spatial plans are highly dependent on the canton spatial plan however, and thus have not significantly progressed while the canton spatial plan is delayed.

85. In support of the spatial planning and environmental management aspects of the project, the project worked with Canton 10 authorities to establish a biodiversity inspection field officer position to support monitoring and enforcement of environmental infractions in the area. The field officer position was constituted in the second half of the project, and the project paid the salary of the field officer for approximately 18 months, with the expectation that the Canton 10 government would take over supporting this position at the end of the project. The officer was employed by the Canton 10 Inspection Authority, which is responsible for oversight, monitoring, and enforcement of laws, by-laws and regulations in areas not handled by the police – such as environmental issues. It was originally expected that the position would be established at an ecological inspector, an authority level equivalent with other inspection officers; because of bureaucratic issues the position was instead established at the next lower level of field officer.

86. Having an inspection officer in the field provide highly valuable for enforcement of environmental laws and regulations in the region, including those related to illegal hunting and wood cutting. Multiple project stakeholders noted that this was a particularly important contribution of the project, and indeed appears to have been one of the project activities that resulted in some direct environmental impacts in the field during the life of the project. It was noted that just having it known amongst communities in the area that there was a field officer enforcing environmental regulations had a significant deterrence effect for issues such as illegal

wood cutting and poaching. The reports of the field officer submitted to UNDP highlight some of the results produced.

87. Unfortunately it remains to be seen if the position will continue to be supported by the Canton 10 government. Due to the lack of Canton 10 government for the second half of the project, no government budget was planned, or meaningful discussions on institutional framework issues. The position has been unfunded since the Karst Mainstreaming project funding ended in February 2013 (after a six month extension from the original planned period, to try to bridge to government support). Since the new Canton 10 government was formed in late-2012, the new government budget was under discussion as of the time of the terminal evaluation field visit in March 2013. UNDP sent a letter to the director of the inspection office on February 7th re-stating the urgency of government funding for the position, and a letter was sent to the Prime Minister of Canton 10 on March 8th about financing the position. If the position is continued, it is anticipated that the position will be shifted to the Canton 10 Ministry of Agriculture, Water Management and Forestry, with the goal of re-elevating the position to the level of ecological inspector, as originally planned.

88. Also supporting this outcome the project conducted a number of capacity development activities for spatial planning and environmental management authorities in the region. These included:

- A study tour to Slovakia covering peatland management (15 participants);
- Training workshops on bird monitoring for community field officers in each of the three municipalities (approximately 30 participants total);
- Training on GIS, and provision of GIS equipment to the Canton 10 government (six participants);
- Provision of fire-fighting equipment to relevant authorities in the region.

89. These efforts, in addition to the project's overall presence and activities in the region, have undoubtedly raised the awareness and understanding among relevant officials. Ministers from the relevant Canton 10 ministries participated in a number of project meetings. For example, the Canton 10 Minister of Agriculture, Water Management and Forestry opened and closed the meeting in October 2012 on public debate regarding the project's proposed peatland rehabilitation plan. In December 2011 the minister participated in an initial meeting on the peatland rehabilitation plan, with Finvest, UNDP, the company contracted to develop the rehabilitation plan (HEISS), and members of the Project Board.

90. As shown in Section V.C below reviewing the specific logframe indicators and targets, the project did meet its targets in terms of the number of persons involved in capacity development activities, but the overall purpose was to raise the capacity of relevant officials to review and make appropriate and informed decisions on issues related to environmental management in fulfilling their official duties.

91. The project study tour in October 2009 represents an excellent example of collaboration between GEF projects: the study tour was hosted by the organization DAPHNE in Slovakia, which was the executing organization for the GEF-funded project "Conservation, Restoration and Wise Use of Calcareous Fens," (GEF ID 1681).

92. It is not clear to what extent potential benefits from some of these activities may be sustained. The current benefits of the bird monitoring training for community officers is not known. The GIS system is not currently in use in the Canton 10 spatial planning ministry, but this may be partially due to the fact that the spatial plan has not yet been approved, so the primary rationale for use of the GIS by the ministry is not yet relevant. However, one of the key individuals related to the use of this system has left the ministry, which also is also likely contributing to the current lack of use. The Canton 10 representatives of the Project Board did emphasize that the training and provision of the GIS system is useful for the ministry.

93. The project's micro-capital grants program was budgeted under Outcome 1, though the strategic and logical rationale for the program and linkage to the other aspects of the Karst Mainstreaming project is not very well-developed. The project document states: *"As part of the elaboration of the spatial plan, the project will work with the Cantonal Government to develop and launch a policy of incentives (e.g. a tax relief scheme supported by a micro-capital grant programme supported from co-financing) to support pro-biodiversity businesses, including organic agriculture, sheep breeding, and agro-tourism."*

94. Execution of the micro-capital grants program presented some challenges because the level of absorption capacity for such grants was very low in the region, with few civil society or other organizations capable of developing a project concept in-line with the project requirements, and managing implementation of such a project. The Karst Mainstreaming project supported this process by holding training and information sessions on the application procedures and the scope of the program. The project held two rounds of applications for the program. A selection board and well-structured scoring system were put in place to facilitate transparent selection ensure high quality of proposals. In the first round, eight proposals were received that met the minimum criteria for consideration, and the three best proposals were approved, with total funding of \$26,000 USD. These were:

- Livno Youth Center (NGO): Towards Breeding and Reintroduction of Freshwater Crayfish
- Women Citizens' Association of Grahavo: Creativity and Tradition Leading to the Economic Stability of Returnees (wool handcraft weaving and marketing)
- Vrisak Beekeepers Association: Improvement of Beekeeping production

95. Following the successful implementation of the first round, a second round of grants was approved, again with three projects, with \$25,400 in total funding. These were:

- Women Citizens' Association of Grahavo: Creativity and Tradition Leading to the Economic Stability of Returnees (golden thread painting);
- Livno Cheesemakers' Association (NGO Cincar): Support for Protection of the Livno Cheese Trademark (organic / natural production)
- NGO CGS: Protection of Wild Horses

96. The six grants have completed or nearly completed their projects, with no major problems. The project instituted a monitoring and reporting system for the grants to ensure effective implementation. The Grahovo Women's Association projects trained 10 women in the first project, and eight women and four men in the second project. Each of the organizations also provided some co-financing (primarily in-kind) for their projects.

97. An important positive result of the micro-capital grants program is that the NGOs involved have increased their own capacity to carry out activities supporting their goals, and to access additional resources. For example, the Women's Association of Grahovo indicated that their average grant project is approximately 10,000 KM, and the UNDP projects were only 5,000 – 8,000 KM, but through the UNDP project they greatly strengthened their capacity for project management and administration. They recently applied for a UNDP project under a separate program for 50,000 KM. They also are currently working with an EU project, which is also administratively demanding, but they are well prepared for this after working with UNDP.

98. As can be seen from the list of projects, the grants are primarily focused on supporting sustainable livelihoods, and have limited direct connections to biodiversity conservation. This is partially because of the limited absorption capacity in the region – to ensure use of the micro-capital grants budget it was necessary for the Karst Mainstreaming project to support a wide scope of projects just to have enough quality projects to support. Such micro-grants programs have significant inherent value in relation to their socio-economic benefits, and when well-targeted, can have important direct environmental benefits as well. However, without a clear linkage of this activity to the primary objective of the project, the short-term added-value of the micro-capital grants program is not clear. In the long-term, the increased capacity of the NGOs in the region may help shift the region's development toward a more sustainable path, though only one of the organizations involved is specifically working on environmental issues in Livno Polje (Youth Center Livno).

ii. Outcome 2: Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements

99. The achievement of Outcome 2 is considered **moderately satisfactory**. Also under this outcome the project produced a number of useful results, though outcome level results are limited except in relation to increased public awareness, though quantitative or meaningful qualitative measures of these results are mostly not available. The project's contributions to environmental education and raising awareness in the region are considered to be significant, but environmental benefits of these contributions will only be seen in the long-term.

100. A primary activity under Outcome 2 was the planned peatland rehabilitation in test sites totaling approximately 750 ha of territory in Livno Polje. Rehabilitated areas were to be drawn from the southern portion of the municipally-owned peatland where approximately 1,500 were drained by channelization in the 1970s for agriculture (but which is currently not in use), and from the adjacent Finvest concession area where peat extraction has been underway for the past ~10-15 years. Rehabilitation of drained peatland typically involves blocking canals to slow the outflow of water, thereby raising the water table and re-wetting the peat. However, peat extraction for economic purposes⁶ requires, or at least greatly benefits from, the peat being dry. As it is, peat extraction in Livno Polje can only be carried out for a few months during the summer dry season, after the winter rains and snowmelt that flood the polje have trickled down into the karst rock (and on into Croatia to the immediate west). Thus, rehabilitation of the peatlands in Livno Polje would likely have significant negative financial impacts for Finvest,

⁶ The organic matter is fully dried, and then bagged to be sold as agricultural or gardening inputs.

the peat extraction concessionaire, as raising the water table in the area would make it much more difficult to harvest the peat during the summer. Finvest also controls the gravel access road leading to both the peat extraction area and the drained abandoned agricultural lands.

101. It is not clear exactly what discussions were held during the project development phase with the government and with Finvest regarding the project's planned peat rehabilitation activity, but Finvest did sign on as a project co-financer, to allow use of heavy equipment for peat rehabilitation activities. During the project development phase and the first part of the project Finvest was a willing, if skeptical partner, with the Finvest representative noting at the mid-term evaluation that the project had taken much longer to get underway than a comparable activity in the private sector would. At the mid-term it was evident that the rehabilitation activity would be a significant challenge for various reasons, and the mid-term recommended that the activity be stopped, and the planned resources shifted to public education and awareness activities, which were to that time relatively limited. In addition to the likely lack of cooperation from Finvest (which is necessary for road and equipment access for peat rehabilitation), there were only one or two individuals in BiH with the technical knowledge for the vegetation rehabilitation portion of the peatland rehabilitation activity. The strategy recommended in the mid-term evaluation was to leverage public education and awareness, with the help of the mass media, as a long-term strategy for generating political pressure to stop peat extraction, without putting UNDP into direct conflict with local government and private sector stakeholders.

Box 1 Peat Extraction in Livno Polje

Finvest extracts approximately 30 million litres of peat per year. It is estimated there is a total of 17.5 million cubic meters of peat available, and at current rates it would take longer than the 30-year concession period to extract the full resource. The peat layer can be up to one meter deep, according to the company sources. The extraction process leaves a bottom layer of 0.4 meters, which is not suitable for commercial use because it is mixed with the calcium carbonate substrate. The dried, extracted peat is packaged in 50 or 80 litre bags. The company employs 10-20 people at various times during the year. The project document estimates gross revenue of \$700,000 USD per year, but data collected during this evaluation indicates that the figure is likely to be in the range of \$1.5 million USD, based on current prices Finvest receives for its product. A portion of the revenue is shared between the Canton and B. Grahovo municipal government.

Source: Karst Mainstreaming Mid-term Evaluation.

102. While the project did reduce the ambition to actually carry out the rehabilitation activities, work was continued on the plan for rehabilitation. After initial studies, the project developed a draft peatland rehabilitation plan, for discussion amongst stakeholders. Evidently once an actual plan was on the table and it became evident that it could negatively affect the Finvest operations, Finvest stopped cooperation with the Karst Mainstreaming project.

The initial peatland rehabilitation plan was discussed through various meetings from late 2011-late 2012, and subsequently modified by the project's contracted technical experts (the academic institute HEISS) until a compromise plan was reached that was judged by Finvest to be adequately inconsequential to their operations. The B. Grahovo municipal government, which owns the concession land, was unwilling to force Finvest to accept the original plan, or to cancel the concession. Further details on the peat extraction activity are presented in Box 1.

103. While a compromise rehabilitation plan was agreed with Finvest, feedback provided by environmental NGOs stated that this version of the rehabilitation plan would have limited ecological or biodiversity benefit. Thus there were two versions of the plan developed – a.) the plan acceptable to Finvest, and b.) the plan with actual environmental benefits. As Finvest's cooperation would be required for any rehabilitation activity, plan a.) is the standing option. A public hearing on the plan held in Livno October 16, 2012. The plan has an estimated cost of approximately \$50,000 USD (assuming access to and use of Finvest's heavy machinery). The plan has been provided to the B. Grahovo municipal and Canton 10 governments, to be carried out when the political will to do so is present.

104. One positive result of this situation is that through preparation of the rehabilitation plan and subsequent discussion with stakeholders, it was determined that a more comprehensive ecological and hydrological study of the region was required, to update some of the old monitoring data that was being used. According to multiple project stakeholders, this study will be critical for understanding the current situation with respect to hydrological and ecological interactions in Livno Polje, which will in turn inform more effective management, and facilitate any potential later rehabilitation efforts. Multiple stakeholders identified this study as a highly important project result, filling critical data gaps. Unfortunately, since these data gaps were identified late in the Karst Mainstreaming project implementation, field work for the so-called eco-hydro study is only being carried out in late 2012-early 2013, covering not even one full year of field observations. However, the team carrying out the study (from the institute HEISS) have been involved in project activities throughout the project, and have been collecting some hydrological data over more extended recent periods, and plan to include analysis of this data in the current study. The first draft of this final study was produced in early April 2013, and the Karst Mainstreaming project is closing at the end of May 2013. While many stakeholders noted the study's importance, it is not clear how much added value it can provide when considering only a few months of new hydrological field observations. One of the lessons highlighted in this evaluation is that key data gaps should be identified early in the project.

105. In lieu of the actual peatland rehabilitation, the project shifted these planned funds into more extensive public education and awareness activities, which were carried out during the second half of the project. The project contracted the company Enova to execute a full education and awareness campaign, and the achievements related to these activities are one of the highlights of the project results. The project produced environmental awareness school materials, which were distributed to six elementary schools and five high schools, in collaboration with the education ministry. In total, materials were distributed to 6,118 students, which represents approximately 100% of students in the Livno Polje area. Environmental awareness materials were also distributed to the three municipal governments and the Canton 10 government. A series of public workshops was organized during the first half of 2012 highlighting various issues related to biodiversity conservation in Livno Polje, such as climate change, and participation in physical planning. The project also supported production of a high quality booklet targeting tourists, which highlights all of the sustainable livelihood and eco-tourism businesses in the region; this brochure has become a point of great pride for many in the region, and can be found throughout government offices and hotels.

106. Other key activities in this realm were a journalist training / study tour to the region, and a series of trainings on the Aarhus Convention,⁷ to which BiH is a signatory. The journalist training involved eight journalists from regional and national mass media outlets, covering radio, newspaper, and television. The project hosted the journalists' visit to the region (July 6th, 2012), and provided training on biodiversity and other ecological issues. This activity has paid significant dividends, as subsequently numerous articles, radio, and television spots were produced covering various topics related to Livno Polje. A count of the actual media coverage was not available, but numerous examples were provided for the terminal evaluation. The project also conducted trainings on the Aarhus Convention for members of civil society and government officials. Two sessions were held in late-November/early-December 2012. Participation was not as great as hoped, as record snowfall at the time restricted travel, but approximately 10-15 individuals participated.

107. Multiple stakeholders highlighted the project's education and awareness work as something that will leave a lasting legacy. For example, it was noted that communities in the region now have much better acceptance of the idea of Livno Polje as a Ramsar site, and as a potential formal protected area in BiH. It was also noted that the project might have been able to achieve more if the education and awareness activities had been carried out early in the project, to facilitate acceptance and understanding of the public and government officials for later concrete actions taken by the project; this is one of the lessons identified by this evaluation.

108. Another significant area of the project's work was in supporting development of environmental management policies supporting mainstreaming of biodiversity conservation in economic sectors. The project contracted experts to work with the ministry responsible for mining to develop a draft revision to the mining law that covers peat extraction, with a focus on sustainable use (the law is not yet passed). Also, for example, the project developed guidelines on environmentally sustainable peat extraction. One of the key successes of the project, which occurred during the first half of the project, was the adoption of a biodiversity policy by Livno municipality. Livno is the largest municipality in the region, and the seat of the Canton 10 government. Livno's jurisdiction covers approximately 100,000 hectares, including a significant portion of the 45,868 hectare Livno Polje Ramsar site. According to representatives of Livno municipality, the policy identifies the environmentally sensitive areas in the region, and when economic development proposals come before the municipal council, the policy is referenced to determine the acceptability of the proposal from an environmental perspective. Also related to the project's policy work is the draft law on conservation of the wild horses of Canton 10, produced partially with project support by the NGO CGS that received a micro-capital grant from the project. The law has not yet been passed, and focuses on an area of the Canton outside of Livno Polje, but can be considered a valuable contribution for environmental management in the region. If passed, the law would likely benefit biodiversity in the region, in addition to the wild horses.

⁷ The United Nations Economic Commission for Europe (UNECE) Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters

109. A final area of work under Outcome 2 was the planned intervention supporting a transboundary water management agreement between Croatia and BiH. This is relevant for the Karst Mainstreaming project as Croatia is the immediate neighbor, and recipient of much of the water that flows through Canton 10. Croatia is also the benefactor of much of the hydropower generated from the reservoir at the far south end of Livno Polje, near the municipality of Tomislavgrad. The actual Orlovac Hydropower Plant is located across the border in Croatia. Output 2.2 in the project document is “International (Croatia-BiH) agreement and plan for cross-border water management,” and the document foresaw significant project contributions to the establishment of such an agreement, including a Strategic Environmental Assessment, and a participatory consultation process involving lawyers and professional specialists to finalize a cross-border water management agreement. The project document did include as a medium-to-high risk the possibility that it would not be possible to finalize such an agreement in the lifetime of the project, but considered this possibility due to the “political turbulence in BiH and its relations with neighbors.” In fact, having any significant influence on such a high-level issue was much too ambitious and far beyond the possible scope for a project of this size and focus. Such negotiations require involvement of high level officials at the federal level, and engaging at this level was not possible for this relatively small project. The project did provide some technical inputs to the already-established transboundary working group on the issue, but according to the project team, this group is not in active negotiations about the issue.

C. Achievement of Logframe Indicator Targets

110. The Karst Mainstreaming project results framework is provided below, with an assessment of the achievement of indicator targets. While the project did achieve a number of indicator targets, the first indicator under Outcome 1 can be considered the most significant as it is the main indicator related to the project’s contribution to the Canton 10 spatial plan, which is the primary and most significant mechanism by which the project sought to mainstream biodiversity in Livno Polje, which would have a positive impact on environmental management in the region for the future. As discussed previously this result was not reached due to exogenous reasons completely beyond the control of the project.

Results Framework Assessment Key

Green = Achieved	Yellow = Partially Achieved	Red = Not Achieved
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Table 4 Karst Mainstreaming Project Results Framework Level of Achievement

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
Objective: To strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level	Population size of the indicator species: 1. Great Bittern at Zdravac Blato 2. Corncrake at 12x6 km in the northern part of Polje (peatland area monitored by ornithologists)	1. Great Bittern: 5 calling males singing male across the Blato 2. Corncrake: 200 callers	Stabilization at baseline level.	According to the monitoring performed during April and June of 2012 numbers are as follows: 1. Great Bittern: 5 calling males 2. Corncrake: 140 calling males	<p>The project had little ability to directly influence impact level indicators by the end of the project, as the main project strategy was not targeted at the field level, which would have been necessary in order to see impact level changes in the timeframe of the project. The project likely did have some positive influence at the impact level through funding of the local biodiversity inspection officer, and the micro-grant program. There is no comprehensive ongoing monitoring program in the area, though the project did support bird monitoring for limited periods of time. The local NGOs do continue to do carry out some bird monitoring as well.</p> <p>As seen in the figures reported in the 2012 PIR, the Great Bittern indicator has remained the same, while the Corncrake indicator has declined. It is believed that increasing severity of peat fires in Livansko Polje may be partially responsible for this decline.</p> <p>In the view of this evaluation, identifying and tracking objective level impact level indicators is critical to ensure a long-term results-based focus for the project and project stakeholders. At the same time, in most cases, it is not realistic to expect biodiversity conservation projects to significantly influence impact level indicators before the end of the project. This evaluation did not assess the success of the Karst Mainstreaming project against these impact level indicators. If the project succeeds in influencing the Canton 10 spatial plan, sustained improvement in impact level indicators would be anticipated many years after the end of the project.</p>
	Share of indicator plant wetland communities (Carex) in renaturalized 750 ha of peatland habitat	0.1	Distribution and size of the Carex sledges share increases by 10% or shows the potential to further increase after project closure	* This indicator should be abandoned based on recommendations from MTE. Distribution and size of the Carex sledges could not be properly evaluated due to unfavorable conditions on the field (many areas were still under water and could not be assessed).	See above.

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
Outcome 1: Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures	Expert maps compiled delineating the geographic and physical boundaries of potentially damaging activities at Livno Polje (mining, water management, logging)	0 Zero	A set of maps prepared by the project and submitted to the C10 Government as an addendum to the Spatial plan or as a basis set of documentation for future spatial planning activities	8; A set of finalized versions of previously submitted 8 maps (as listed in 2010) and supporting documentation, as a part of the integrated proposal, submitted and presented in December 2010 to the Cantonal Spatial plan Advisory board for approval. The maps and all relevant studies and proposals will be very useful for further spatial planning.	Concur with self-reported assessment. However, as noted in the mid-term evaluation, the compilation and submission of maps is only an output-level indicator – the project's goal was to support production of an approved cantonal spatial plan that incorporated biodiversity considerations. The initial project contributions were included in the draft base spatial plan approved by the Cantonal spatial planning committee before the spatial planning process was halted. According to one stakeholder's estimate, this represents approximately 60% of the work on the spatial plan, with the remaining 40% representing the "details." However, once the new company is in place to work on the spatial plan it will have to be seen to what extent the continuing process incorporates previous work. Once the plan is completed, it will have to go through the official approval process. As such, it cannot yet be determined the extent to which the inputs produced by the project will be incorporated in the spatial plan, although it is hoped that they will be.
	Number of environmental government officials and inspectors at cantonal, federal, and municipal level with increased understanding of the ecological values of karst systems and ways for their proper management	0	10	126 During this reporting period there were four informative sessions held with topics on spatial planning, biodiversity, water management), eco-tourism and training for employees of municipalities of Tomislavgrad, Bosansko Grahovo and Livno with 85 participants; workshop and study tour for media representatives with 26 media representatives; trainings for monitoring of indicator plant and bird species with 15 participants. Informative community sessions were attended by representatives from municipalities (Livno, Tomislavgrad and Bosansko Grahovo), Uprava za inspekcijsko poslovanje, Canton 10 and local communities.	Concur with self-reported assessment. The project has made a significant effort to build capacity of key environmental management related government staff at various levels.
	Number of senior environmental and other government officials and decision makers at cantonal, federal, and municipal level with increased understanding of the ecological values of karst systems and ways for their proper management	0	5	* New indicator as per revised log frame matrix based on MTE recommendations - 5	Concur with self-reported assessment. Numbers were counted based on senior official participation in project events.

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
	Number of pro biodiversity projects locally implemented under micro capital grants scheme	0	3	* New indicator as per revised log frame matrix based on MTE recommendations 6	Concur with self-reported assessment. The mid-term evaluation recommended including an indicator on the micro capital grants program to help in documenting the results of this element of the project, but it would have been better if the indicator had been more results-focused, rather than just the number of projects approved. However, this indicator does at least allow a documentation of the results of this aspect of the project.
	Number of environmental biodiversity officers capacitated to become environmental communal police	0	6	* New indicator as per revised log frame matrix based on MTE recommendations 6	Partially achieved. The project carried out a variety of types of capacity development activities, including some training of municipality field staff, and provision of fire-fighting equipment. For example, training sessions on bird monitoring were conducted in each of the three main municipalities, with approximately 10 people in each session. It is not clear to what extent the capacity development activities will improve environmental management. There is not an "environmental police" certification or formal qualification per se; individuals trained can be considered "environmental communal police" in the sense that they work in the communities, and have the ability to observe and report environmental infractions.
	Spatial planning capacity development, number of environment officials equipped and trained in GIS use	0	8	* New indicator as per revised log frame matrix based on MTE recommendations 8	Partially achieved. Concur with self-reported results. The project conducted training sessions with at least six people. The rationale for the target of 8 is not fully clear. However, as of the time of the final evaluation, the GIS technologies were not being actively used by the canton, though since the spatial plan is not yet developed and approved, the intended use of GIS by the canton in implementing the spatial plan is not yet relevant. At the same time, some of the key staff trained for use of the GIS have left the canton government.
Outcome 2: Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements	Ground water table at renaturalized peatland in the North-Western part of the karst field	During October – March the groundwater table at 700 ha in the southern part of the peatland stays below 30 cm.	Stabilization in year 3 and 4 of the project, according to the following pattern: during months October – March the table is not lower than 15 cm below soil at the renaturalized 700 ha in the southern part of the peatland area	* This indicator should be abandoned based on recommendations from MTE. Draft revised project proposal for rehabilitation of peatland Ždralovac has been prepared following several meeting held between interested stakeholders. Agreement was reached and project proposal was sent to Cantonal Government for approval. Public discussion will be organized in order to present the public and interested stakeholders the proposal and address possible questions and issues. However, no hectares of the area have been restored.	The MTE did not exactly state that the indicator should be dropped, but that it should be clarified whether it was focusing on policy or actual rehabilitation activities affecting water table. If addressing policies, guidelines on physical plans were provided to the municipalities. With respect to water table – rehabilitation was not carried out, so there were no water table changes related to the project. A plan for rehabilitation of the peatlands was prepared. The MTE recommended that the peatland rehabilitation activity be dropped due to the political and technical challenges associated, which would make success highly unlikely. The project did continue with development of the peatland rehabilitation plan for stakeholder agreement.

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
	Number of municipalities preparing to integrate project approaches and lessons into their municipal spatial planning closer to the end of the project	0	3	3; As cantonal spatial plan development is facing a delay, the actual development of municipal plans is hampered too due to the lack of establishment of cantonal government. During this time project has initiated activities that include informative community sessions for municipalities and preparing the documents for spatial plans of Bosansko Grahovo, Tomislavgrad and Livno municipalities.	Concur with self-reported results. This is an output level indicator that does not indicate actual changes in environmental management, or improvement in the ecosystem.
	Development of peatlands rehabilitation plan	0	1	* New indicator as per revised log frame matrix based on MTE recommendations Peatlands rehabilitation plan developed and submitted to the government	Concur with self-reported results. This is an output level indicator that does not indicate actual changes in environmental management, or improvement in the ecosystem. Multiple versions of the peatland rehabilitation plan were developed and revised based on stakeholder feedback. There are two basic versions of the plan: a.) the version that would provide adequate support for biodiversity, based on feedback from environmental NGOs working in the region; and b.) the version that would be acceptable to the private sector company, but which would not lead to adequate biodiversity benefits. The final compromise plan (version b.) was provided to the government for potential future implementation, as it was beyond the possibility of the project to move ahead with the rehabilitation activities.
	Approved Input for the Integrated proposal for C - 10 Spatial plan, to include issues pertaining to: (i) Water Resource Management, (ii) eco-safe peat mining and (iii) peatland rehabilitation	0	Set of documents pertaining to water use and mining policies including Guidelines on environmentally friendly peat extraction developed and endorsed by the Cantonal government	* New indicator as per revised log frame matrix based on MTE recommendations Set of documents prepared and submitted	Concur with self-reported results. This is an output level indicator that does not indicate actual changes in environmental management, or improvement in the ecosystem. The proposal on integrated management of Livno Polje covers the referenced topics.
	Approved policies and guidelines related to eco-safe peat mining regulations and practices d. Draft By-laws (or one by-law with separate chapters) for peat, coal, sand, gravel mining e. Draft Recommendations	0	Set of documents pertaining to eco safe peat mining regulations and practices developed and endorsed by cantonal/federal ministry	* New indicator as per revised log frame matrix based on MTE recommendations Set of documents prepared and submitted	Partially achieved. Concur with self-reported results. This is an output level indicator that does not indicate actual changes in environmental management, or improvement in the ecosystem. The project supported technical experts to work with the federal ministry to develop a draft revision to the mining law covering peatland rehabilitation and extraction. With respect to other policies and regulations, the Livno municipality adopted a biodiversity policy, and one of the micro-capital grant recipient organizations produced a

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
	for habitat recultivation / peatland renaturalization				draft law on conservation of the wild horses in Canton 10. The draft laws are in a form where they could be adopted, but they have not yet been adopted or approved by the government.
	Number of journalists trained in environmental reporting	0	6	* New indicator as per revised log frame matrix based on MTE recommendations 10	Concur with self-reported results. The project had significant success with the awareness-raising and media outreach component, with multiple articles, radio spots, and television clips. In the journalist training the project intended to target three main types of media, with two journalists for each medium: radio, newspaper, and television. However, based on the planned budget for the activity it became possible to include some additional journalists. The project successfully engaged journalists from some of the most popular media outlets in BiH.
	Bird and vegetation monitoring program and guidebook developed	0	At least two monitoring and counting performed. Easy to use guidebook on bird counting and vegetation monitoring developed.	* New indicator as per revised log frame matrix based on MTE recommendations The guidebook prepared and published. The ecological inspectors and relevant stakeholders (approximately 20 of them) of the area had two sets of trainings on monitoring, based on the prepared guidebook.	Concur with self-reported results. This is an output level indicator that does not indicate actual changes in environmental management, or improvement in the ecosystem, but does represent an important contribution to documentation of knowledge related to biodiversity in the region, which is necessary for effective environmental management. The project supported development of the guidebook, which was produced by the main environmental NGOs working in Livno Polje and in BiH. Youth Center Livno also carried out the bird monitoring training done by the project, and are continuing some bird monitoring in the region.
	Public outreach activities including Biodiversity awareness raising impact and numbers impacted by it.	0	At least 3 elementary and 2 high schools and 3 municipalities receiving awareness rising materials	* New indicator as per revised log frame matrix based on MTE recommendations 6 elementary schools, 5 high schools, 3 municipalities and cantonal government received raising awareness materials (brochures, info panels, bookmarks and notebooks adopted to different generations in order to raise awareness on biodiversity issues of the area). 6118 children received the materials.	Concur with self-reported results. The project reach covers approximately 100% of the school children in the three municipalities included in the project, which is a significant achievement. The long-term benefits of this outreach will only be seen after some years, but providing environmental education materials to the entire region is an important achievement.
	People employed in pro-biodiversity businesses	0	10	* New indicator as per revised log frame matrix based on MTE recommendations At least 10 people employed through MCGA scheme and still continuing to work.	Agree that the micro-capital grant program did contribute to employment for the organizations participating, but not entirely clear how many incremental sustained jobs were created. It appears that the project at least contributed to creating employment for at least 10 people, maybe more through the B. Grahovo women's association. This indicator is related to the micro-capital grants program. According to the project team, the target was based on some qualitative estimate of the potential number of people that could be

Description	Description of Indicator	Baseline	Target	Level at 30 June 2012	Terminal Evaluation Assessment
					<p>employed with the budget of the micro-capital grant program. The most significant contribution in this respect is related to the weaving and artwork training programs under the B. Grahovo women's association. There was also likely some contribution through the bee keepers association and the Livno cheese association.</p> <p>The strategic value in relation to biodiversity conservation in Livno Polje is not entirely explicit. On the whole, the micro-capital grants program contributed to overall sustainable economic development in the region, which should have biodiversity benefits. The B. Grahovo women's association work on weaving may make some small positive contribution to incentivizing sheep production in the region, which is helpful to establish the appropriate levels of grazing for biodiversity protection.</p>

VI. Key GEF Performance Parameters

A. Stakeholder Participation

111. The Karst Mainstreaming project was characterized by good stakeholder engagement across the range of stakeholder types, and with the majority of stakeholders. According to multiple sources involved in the project design phase, a wide range of stakeholders were consulted during the design. Meetings were held with the cantonal government and relevant ministries, municipal representatives in Livno and other towns, local NGOs, farmers associations, the private sector, and international NGOs. During implementation the project worked effectively with government and civil society stakeholders, and engaged at the local (municipal), cantonal, and federal levels with key government stakeholders. Highlights of the project efforts with respect to stakeholder participation included the engagement of cantonal spatial planning committee members on the Project Board, work with community and civil society organizations through the mini-grants program, and the project's positive working relationship with the municipality of Livno and Cantonal Inspection Office. At the same time, some shortcomings identified included limited engagement with the Federal Ministry of Environment (the CBD focal point, which was an invited member of the Project Board, but which did not participate), the potential for more frequent Project Board meetings to more actively engage the project board members, and the potential for improved coordination and communication among the stakeholders involved in different aspects of the project in the Canton 10 region. The limited engagement with the Federal Ministry of Environment was not due to any lack of effort on behalf of the project team, which made multiple attempts to reach out and engage this institution. As has been highlighted elsewhere in this report, the project's education and awareness raising efforts were an overall highlight of the project results, and contributed to engaging and motivating stakeholders, but these efforts might have been even more useful had they been carried out in the first half of the project.

112. The involvement of different stakeholder groups is briefly summarized Table 6 below. As can be seen from the various roles and responsibilities of the relevant stakeholders, responsibility for environmental management within the national level government is diffuse. Yet there is no adequate collaboration mechanism to facilitate communication and coordination on environmental issues, which is critical for effective management. Inter-ministerial coordination on environmental issues is historically a problem in many countries, and steps to improve the situation are being considered in some locations. A similar effort must be undertaken in BiH if large-scale progress is to be made with respect to long-term sustainable development, particularly as it is related to environmental management. The creation of a national coordination mechanism on environmental issues still remains a priority. Such a mechanism would prepare the Natura2000 network process for BiH, contributing to the EU accession process. Support for this could be drawn from currently active initiatives, such as WWFMed's inventory of species and habitats, linked to the Habitats Directive. Once a mechanism is established, effective coordination will take time as the national institutions build their capacity to integrate and synthesize activities supporting national processes and international obligations.

Table 5 Key Stakeholders' Involvement in Project Preparation and Implementation

Stakeholder		Involvement in project preparation	Role and responsibility in project implementation
<i>Key government project partners</i>			
FBiH Ministry of Foreign Trade and Economic Relations (MOFTER)	The state-level MOFTER has primarily a coordinating role with regard to environmental and energy issues, including serving as GEF Operational Focal Point. The ministry has limited implementing capacities, but coordinates its activities through Entities. Also, the Ministry represents the country on international level with regard to environment. However, no new competencies with regard to environmental protection are to be transferred from entities to the state level in the next few years. In the long-term, however, this administrative reorganisation should have more efficient and capable state level ministry capable of taking competencies from entities, and not only having a coordination role as it is the case now.	Consultations in capacity as GEF Operational Focal Point	Exchange of information and political support. Participant of the Project Board.
FBiH Ministry of Environment and Physical Planning	The previous State level focal point for implementation of the CBD was the FBiH Ministry of Environment and Physical Planning, but this responsibility has been transferred to the Federal Ministry for Environment and Tourism (FMOIT).	Extensive consultations and wide support to project elaboration. Focal Point for CBD ⁸	Political support in approval of bylaws on mining, and resolution of water management issues. Support for cross-border agreements with Croatia. Participant of Project Board.
FBiH Ministry for Environment and Tourism (FMOIT)	As CBD focal point, the Ministry for Environment and Tourism is responsible for communication with international bodies, the initiation of activities required by the Convention and coordination with other relevant authorities and concerned stakeholders. The FMOIT is the competent authority for environment issues.	None, as this ministry did not exist at the time.	FMOIT representatives were invited to Project Board, but they have never nominated a representative or participated in meetings.

⁸ At the time of writing the project document FBiH Ministry of Environment and Physical Planning was Focal Point for CBD. After the Ministry for Environment and Tourism was created, they became the Focal Point.

FBiH Ministry of Energy, Mining and Industry	Competency in coordination and implementation of projects related to energy and mining that are of interest for the Federation, i.e. cross-cantonal projects. The Ministry is competent for creating policy related to energy and geological explorations, including development and approval of by-laws, inspection of electro-energy objects and machinery as well as inspection of exploration and exploitation of mineral resources. The Geology Institute under the authority of the Federal Ministry conducts explorations of basic and regional geological sites that are in the interest of Federation; they also collect, analyse and provide information related to energy, mining, water supply, etc.	Consultations during the preparation process, exchange of information with Ministry's mining inspectors.	Political support for approval of mining rulebooks.
Canton 10 Ministry of Construction, Spatial Planning, and Environment	Responsible for coordination and creation of the Canton 10 spatial plan.	Extensive consultations during the project preparation process	Co-financing, collaboration in environmental studies under the Spatial Plan preparation, a beneficiary for capacity building. Participant of Project Board.
Cantonal Inspection Office (Canton 10)	Responsible for enforcement of laws related to environmental management.	Consultations on the role and placement of the communal environmental police/biodiversity officer	Initial employer of the biodiversity officer supported under the project.
Canton 10 Ministry of Agriculture, Water Management and Forestry	In both FBiH and RS, the agency with primary responsibility for the water sector is within their respective entity Ministries of Agriculture, Water Management and Forestry (MoAWF). Within MoAWF, each entity has a Department of Water Management responsible for the water strategy and policy, the issuing of agreements and permits, setting of standards and regulations; ensuring	Regular consultations	Political support for cross-border agreement on the Cetina river catchment use with Croatia. Participant of the Project Board.

	compliance with laws and regulations through licensing and inspections; and overall control of Public Companies for Watershed Areas.		
Municipalities of Tomislavgrad, Grahovo and Livno	Municipal jurisdictions cover portions of Canton 10 and Livno Polje.	Consultations during the project preparation process through bilateral meetings and participation in workshops	Collaboration and approval for environmental rules of conduct.
Water Agency of Adriatic Sea basin	Under the Law on Water (1998), the FBiH delegates the main responsibility of preparation of strategic decisions and planning regarding water issues to water authorities managing watershed areas. With the recent amendment of the law, Livanjsko Polje falls under the Agency for Adriatic Sea basin water authority. The work of water authority is guided by a mandate typical for water basin directorates mandated by the EU Water Framework Directive, and the newly established authority will gain capacity in the coming years.	Consultations	Exchange of information and support for cross-border cooperation with Croatia.
<i>Key civil partners and associations</i>			
World Wildlife Fund (WWF) and EuroNatur	International environmental NGOs focused on global significance of biodiversity of Livno Polje.	Meetings, coordination of project development	Public awareness and NGO support activities at Livanjsko Polje, project co-financing.
Local NGOs (i.e. Youth Centre Livno)	Local level civil society organizations are addressing a range of issues with relevance to biodiversity conservation in Livno Polje.	Meetings, coordination of project development	Professional contribution on the ground to some of the project activities.
<i>Academia</i>			
Sarajevo University biodiversity specialists	Provide technical input on key water and environmental resource management issues.	Close involvement in preparing the project proposal	Involvement in modification of mining instructions, environmental impact assessment process, rehabilitation design and M&E process.
<i>Private Sector</i>			
Finvest	Private sector company with peat extraction concession in	Meetings, consultations,	Collaboration in rehabilitation works, in-

	Livno Polje.	provision of data	kind co-financing was supposed to be their role, however they have not fulfilled their part.
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B. Sustainability

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

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

i. Financial Risks to Sustainability

115. There are not significant financial risks to sustainability of project results, though there are still some outstanding questions for which additional time is required to view outcomes. Sustainability in this regard is considered **moderately likely**. One important question related to financial sustainability is the potential future funding of the biodiversity inspector position by the Canton government. This position was funded by the project during the second part of project implementation, with the understanding that the relevant government institutions would continue funding the position following project completion. Unfortunately these commitments are not yet in place, partially due to the lack of a government to make budgeting decisions. Project stakeholders indicated that securing funding was more of an institutional bureaucratic issue than one of the actual existence of funds, and expressed optimism that funding would be secured. However, in the meantime, the biodiversity inspection officer has not been working since February 2013, when project support for the position terminated.

ii. Sociopolitical Risks to Sustainability

116. The main question related to sociopolitical sustainability has to do with the long-term effectiveness of political institutions in supporting and enforcing land use policies and regulations in the region. At the mid-term evaluation multiple stakeholders noted that there is not always clear rationale or good transparency with respect to some political decision-making processes, such as the allocation of concessions for economic development activities. Between mid-term and final evaluation Canton 10 did not have government for an extended period of time, which postponed the work on the spatial plan and its adoption. For the Cantonal spatial plan to be effective in the long-run and to generate and sustain global environmental benefits, it must be consistently and adequately implemented over time. This means that regional decision-making must consistently align with the tenets of sustainable economic development

and land-use laid out in the spatial plan. There are positive indications from project partners and stakeholders that this will be the case, but this will need to be monitored over time by all stakeholder groups – government, civil society, the media, the private sector, and the general public. Sociopolitical sustainability is considered moderately likely.

iii. Institutional Framework and Governance Risks to Sustainability

117. In relation to institutional and governance risks, the sustainability of the Mainstreaming Karst Peatlands project results is considered moderately likely. Project inputs will be delivered to the company working on the spatial plan, but the extent of their inclusion cannot be confirmed at the time of the terminal evaluation. The outcome of the water management issue remains uncertain, with respect to the necessary negotiations between BiH and Croatia. The project has the support of main local stakeholders – Cantonal Ministries, Administration for Inspection. The area still needs to be declared as a protected area in accordance with BiH Laws. Actual implementation of biodiversity protection after the Spatial Plan has been finalized needs more awareness raising and trained inspectors to ensure sustainability. There is still a relatively low level of institutional capacity in the region with respect to environmental management and decision-making. Negotiations are also ongoing between the Cantonal inspection office and cantonal ministries with respect to institutional arrangements for the biodiversity inspection officer.

iv. Environmental Risks to Sustainability

118. There are multiple environmental risks to the region, but some of these threats were present prior to project implementation (e.g. peat extraction). A key risk for the sustainability of the peatland protection is fires in the peat extraction areas. In the areas where the water table lowers and the peat burns, the natural regeneration cannot occur and succession occurs, with shrubs and trees replacing the natural vegetation. The tradition of locals to burn patches of land every spring also contributes to unwanted fires. These areas, once burned and undergone succession, cannot be restored back to peatland. Illegal logging of the forest is another risk for the sustainability of the biodiversity protection, followed by illegal hunting. The biodiversity inspection officer funded by the project did improve conditions related to illegal activities while he was actively employed, but it remains to be seen if the position will be continued by the government following the project. The Hydro-Eco Study that was completed towards the end of the project provides good basis for the peatland rehabilitation project, however without the support of the peat extraction company the rehabilitation cannot go ahead. Lack of sewage treatment also poses threat to watercourses and their diversity. There also is an open question about the potential development of a coal-fired power plant in the region. The plant is not supported at the federal level as the power output is not necessary for national needs, but there is a split among municipalities in the Canton about whether the plant should go ahead, with two municipalities each supporting and opposing the plant. Actual approval and development of the plant is a long-term prospect. In the short-to-medium term, the environmental risks to the area (and to the project results) are not acute, with the threat of illegal activities diminished somewhat thanks to the project. The potential role of climate change in relation to increasing severity and extent of peatland fires appears to be the most

significant issue. On the whole, environmental sustainability of project results is considered moderately likely.

C. Catalytic Role: Replication and Scaling-up

119. The project did not have a specific replication component beyond the activities focused on information documentation and sharing. Perhaps the most significant catalytic effect of the project will be in the capacity developed among Canton 10 government officials in relation to environmental issues in Livno Polje, and amongst civil society in the region through the micro-capital grants program. The extent to which these may aspects may pay dividends however can only be assessed in the future, depending on the development path pursued in the region. In addition, the involvement of multiple members of the relevant federal ministries in the project board has provided a pathway for a greater catalytic influence by the project. As described under Section V.B above on results, the project data on biodiversity and other environmental resources in Canton 10 have also been incorporated in the Federal spatial plan covering the area. It is also possible that this approach would be extended in the Federal spatial planning process more broadly, covering other regions of the country. This would occur over time, but there is the potential for the project to have an influence on environmental mainstreaming at the national level, even though the project is focused on a single Canton.

D. Project Monitoring, Reporting, and Evaluation

120. A project monitoring and evaluation plan was fully detailed in the project document, outlining specific M&E activities, responsible parties, associated budget, and the specified timeframe for activities to be carried out. The activities outlined in the M&E plan meet GEF minimum standards for M&E, and conform to UNDP standard M&E practices and procedures. The budgeted M&E amount, a total of \$66,000 USD, is adequate for a project of this size. The primary area where the M&E design could have been improved was in the project logframe, where greater focus was required on the relevance of the indicators. Other aspects of the SMART criteria for indicators could have been improved as well. The logframe indicators are over-balanced in the direction of impact level indicators and targets – impact level indicators are critical to assess long-term changes in environmental status, but indicators must also correspond to activities that the project is implementing. A project cannot be expected to deliver on indicators beyond its immediate scope, especially not by the end of the project. The main focus of this project is on the enabling environment – mainstreaming environmental considerations in policies and plans (i.e. the cantonal spatial plan). It is therefore only after many years of implementation of the spatial plan that impact level results could be assessed. There were some on-the-ground level activities envisioned in terms of small-scale pilot restoration activities that could have had direct and immediate impacts – but this should not have been the focus of the logframe indicators. Following the mid-term evaluation the project team made a number of positive revisions to the logframe that have improved the SMART-ness of indicators, and the ability to use the logframe to assess project results.

121. Project monitoring and evaluation has been carried out in a timely and comprehensive manner. The project inception workshop and inception report were produced, the annual Project Implementation Reports were fully completed, and progress and financial reports have been completed as planned. The mid-term evaluation was carried out according to schedule.

E. Project Impacts and Global Environmental Benefits

122. For the GEF biodiversity focal area project impacts are defined as documented changes in environmental status of species, ecosystems or genetic biodiversity resources. Global Environmental Benefits in the biodiversity focal area have not been explicitly defined, but are generally considered to involve sustained impact level results of a certain scale or significance. In the Karst Mainstreaming project document global benefits are identified as,

“securing of long-term protection for globally significant species (Corncrake, *Gallinago gallinago*, *Drosera rotundifolia*) and raised and blanket peatland communities (*Oxyccoco-Sphagnetea* and *Scheuchzerio-Caricetea fusci*) occurring at karst systems. Lessons learned through this project will contribute to the growing global knowledge on conservation of karst habitats and economic instruments to ensure conservation of important karst and peatland ecosystems. Peatland conservation and sustainable management will further be promoted, with a direct impact of helping to maintain 780 ha of degraded karst peatlands. This is an important benefit both from biodiversity, carbon, and the sustainable land management perspective. By restoring 750 ha of degraded peatlands, the project contributes to the Climate Change focal area of the GEF, reducing, in a 30-year perspective, at least 25,000 tons of CO₂ as a result.”

123. Consistent, comprehensive long-term environmental monitoring in the area does not exist. The only monitoring data comes from the NGO EuroNatur (and their local partner, Youth Center Livno), which conducts bird monitoring in the area, producing distribution maps of different bird species. Most of these species have a high value, both as indicators for the landscape, and for Natura2000. EuroNatur also prepared a vegetation map of the area. Data on birds can be used for various purposes, and Croatia used the data on the Hen Harrier (*Circus cyaneus*) in the guidelines for physical planning to demonstrate how Natura2000 habitats have to be preserved according the rules of the EU. EuroNatur has four years' worth of monitoring data for Livanjsko Polje. This data was collected for the nomination of the field as a Ramsar site. The data derived from the intensive mapping from 2007 – 2009, and provides a good basis for any future activities in Livanjsko Polje. In 2010 two new species of breeding birds were seen, the White-tailed Eagle *Haliaeetus albicilla* and Black Grouse *Lyrurus tetrix*. Both are highlights as the eagle is extinct in Dalmatia since the beginning of last century and the grouse has not been observed for nearly 30 years in Bosnia-Herzegovina. In 2010, other than the Mid-Winter Waterfowl Census (as part of the International Waterfowl Census conducted by Wetlands International and Ramsar) conducted by the NGO Nase Ptice with help of EuroNatur, no systematic counts were conducted.

124. The project logframe included two impact level indicators, addressing two species of birds, and vegetation cover, as shown in Table 6 below. The impact indicators are not highly relevant for assessing project results, as the impact level results expected from the project would only be seen some five or ten years in the future, after the Canton 10 spatial plan is adopted and is being implemented.

Table 6 Karst Mainstreaming Project Impact Indicators

Indicator	Baseline	Target	2012 PIR Reported Level
Population size of the indicator species: 1. Great	1. Great Bittern: 5 calling males	Stabilization at baseline level.	According to the monitoring performed during April and June of

Bittern at Zdrlovac Blato 2. Corncrake at 12x6 km in the northern part of Polje (peatland area monitored by ornithologists)	singing male across the Blato 2. Corncrake: 200 callers		2012 numbers are as follows: 1. Great Bittern: 5 calling males 2. Corncrake: 140 calling males
Share of indicator plant wetland communities (Carex) in renaturalized 750 ha of peatland habitat	0.1	Distribution and size of the Carex sedges share increases by 10% or shows the potential to further increase after project closure	Distribution and size of the Carex sedges could not be properly evaluated due to unfavourable conditions on the field (many areas were still under water and could not be assessed).

125. The project life is not long, and processes are needed that can lead to longer-term on the ground actions that have environmental benefits. One of the outstanding issues appears to be the lack of scientific data over time. In this regard, ongoing environmental monitoring is required, with control plots and other methodologies to determine how the natural vegetation regenerates in the extracted areas, what the impacts of fires are, and other key issues where additional scientific data is necessary to determine how to best maintain the ecological integrity of the site. Expertise is needed on the three key issues of hydrology, biodiversity and the dynamics of peat ecosystems. This integrated view is critical in the context of Livanjsko Polje.

126. Ultimately the project's impact will need to be assessed years in the future to appropriately consider how the conservation measures supported by the project have affected the Karst ecosystem and associated biodiversity in Livanjsko Polje in Canton 10.

VII. Main Lessons Learned and Recommendations

A. Lessons from the Experience of the Karst Mainstreaming Project

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

128. ***Lessons 1:*** *Potential engagement with the private sector should be carefully analyzed for potential synergies of goals and objectives, and conflict of interests should be avoided unless there is clear political support to take the sometimes difficult actions to shift toward a more sustainable long-term development path.* It appears that the Karst Mainstreaming project intention to carry out peatland rehabilitation was in direct conflict with the financial interests of the private company operating in the targeted area. This potential conflict was either not sufficiently analyzed and acknowledged during the project development phase by all stakeholders, or was not taken seriously. Thus it is not surprising that the private company stopped cooperation once it became clear that the planned project activities would have a negative influence on their business operations. UNDP should not take the unsuccessful peatland rehabilitation efforts of the Karst Mainstreaming project as an indication that all engagement with the private sector should be avoided; rather, opportunities for synergistic cooperation with the private sector should be sought, with the aim of positive triple-bottom

line results – social, environmental, and financial. There should be plenty of opportunities to focus UNDP resources on synergistic partnerships with the private sector for environmental conservation and sustainable development instead of pursuing initiatives where conflict is likely.

129. ***Lesson 2: Potential value in having the education and awareness building activities in the first part of the project.*** Following recommendations from the mid-term evaluation and the project's own monitoring for adaptive management, education and awareness building activities were conducted in the second half of the project. Most stakeholders believed that the project would have benefited from having these activities in the beginning. Having such activities in the early stages of the project could help generate more support and interest in the project and involve all relevant stakeholders.

130. ***Lesson 3: Having more concrete and specific agreements between all parties written down ahead of time.*** The general agreement to have the position of inspector or biodiversity officer in the Cantonal Inspection Office did not result with the establishment of the post. The contract ended without clear indications of what would happen next with the post and the person. The project team together with the project board members wrote letters of support to the prime minister but the sustainability of the post is not clear. The cooperation with the private sector also functioned on an informal agreement and faced problems – the concessioner on the peatland changed his mind after the rehabilitation project was presented. This could have been avoided if there were more specific agreements or MoU in place at the very beginning, before the start of the project activities.

131. ***Lesson 4: Project design risk mitigation – develop project strategies and approaches that are not highly dependent on government partners when there is high risk of political instability.*** Lack of local government had a great impact on the implementation of project activities. Spatial plan, cross-border cooperation, even the position of biodiversity officer have been impacted by the government crisis.

132. ***Lesson 5: Strong assessment of data gaps at the beginning of a project, and importance of filling data gaps early in the project implementation.*** There was not adequate analysis and understanding of available environmental data for Livanjsko Polje at the project design phase. The ecology and hydrology study was done as the last project activity, whereas from the current perspective it should have been one of the first activities, before the initiation of any rehabilitation activities. According to project stakeholders there was not a clear understanding at the beginning of the project what the relevant data gaps were. Thus, the project adapted to get the most out of the situation. The study gives a comprehensive overview of hydrological connections and ecology of the whole Livanjsko polje and can be used as basis for future restoration.

133. ***Lesson 6: Value and importance of stakeholder ownership and input in project design and development.*** The project originated quite a while ago, and the origin of the project concept is unclear. It appears that all relevant local stakeholders were not initially involved, which caused issues during the implementation. Their input could have been useful and the project could have followed a more logical schedule. One of the stakeholders stated that the “project was building a house from the roof”, indicating the project's challenging point of entry with respect to biodiversity conservation in local communities that are primarily concerned

with economic development. Had the project originated from a broader set of local stakeholders, it likely would have generated stronger engagement and a sense of ownership, which could have helped in implementation and sustainability of project activities. The project was also partly hampered by the departure of some key officials, and government staff turnover is a common challenge for many projects.

134. ***Lesson 7: Bringing in and engaging at the appropriate levels and integrating government policies and frameworks.*** The project could have engaged more on regional development strategy, but it would have made implementation even more complicated since more than one Canton would have been involved. The spatial plan is a document done on entity, canton and municipality level so it made sense to keep the project on the level of Canton 10 since the project area encompasses three municipalities of this Canton. Spatial plan is the key integrating document, so it was a logical focus of the project activities.

135. ***Lesson 8: In areas with low levels of economic development there needs to be a strong focus on linking economic benefits with environmental conservation.*** The project was trying to emphasize biodiversity conservation with people who only have a basic level of knowledge about the environment and are primarily concerned about economic livelihoods. Economic benefits, employment and income generation from nature protection should have been highlighted. Awareness raising activities towards the end of the project illustrated sustainable tourism activities that could create income whilst protecting biodiversity and ecosystems. This could have been more emphasized throughout the project to generate positive opinions about preserving biodiversity.

136. ***Lesson 9: High cost-effectiveness and overall value of having the biodiversity inspector in the field – low cost but high direct impact for certain types of threats (e.g. poaching, illegal logging, fire, etc.).*** The position of the biodiversity officer has had a great impact on the reduction of threats to biodiversity. Having an officer in the field monitoring illegal activities such as poaching or illegal logging resulted in direct and immediate benefits.

137. ***Lesson 10: Project logframe indicators need to be clearly linked to project activities to adequately facilitate assessment of project results.*** Or more appropriately, expected project results should be clearly defined by realistic and SMART indicators, and project activities should be developed to focus on and ensure delivery of those results. In the case of the Karst Mainstreaming project, the original project logframe included a number of indicator targets that would not necessarily have been produced by the planned project activities, while at the same time many results from the planned project outputs (the majority of which were appropriate relative to the project objective) would not have been captured by the logframe indicators. This experience clearly underscores the critical importance of well-defined project objectives and outcomes, and the development of a sound logframe with SMART indicators at the start of the project to facilitate results-focused project implementation.

138. ***Lesson 11: The successful implementation of a micro grants program requires a high level of project time and resources, and the inclusion of such an activity in project design must be strategically well justified to warrant the investment of resources necessary to ensure its success.*** The experience of the Karst Mainstreaming project was that implementing a micro grant program requires significant technical support for targeted beneficiaries at the local level to ensure high quality and successful micro grant projects. The project had to provide guidance,

training and administrative support to attract well-developed and appropriately focused micro grant projects. This has also been seen in other projects in the region (e.g. the Croatia COAST project GEF ID #2105, and Ukraine PAs financing project GEF ID #1027). Thus, for projects that include micro grant components, these activities should have high strategic value, and should be budgeted at the level required to ensure cost-effectiveness.

139. ***Lesson 12:*** *Project oversight and stakeholder engagement bodies should be structured to ensure active participation from the full range of necessary stakeholders.* In the Karst Mainstreaming project some stakeholders felt that in retrospect more frequent Project Board meetings might have helped catalyze more active engagement of key stakeholders; though the project did follow the Project Board organizational guidelines that were approved at the project inception phase. Practically speaking it is challenging to secure participation from high-level decision-makers on a frequent basis. This suggests that the project may have been better served by a “technical working group” separate from the Project Board, within which technical staff of the respective government institutions could have come together on a frequent basis to discuss the pertinent technical issues addressed by the project. Then high-level decision-makers could have come together annually for project oversight purposes. Some GEF projects have also found value in having representation on the main project oversight body be from non-beneficiary stakeholders. One notable omission from the Karst Mainstreaming Project Board was the Municipality of Livno, though the municipality may have more appropriately been represented on a technical working group, if such a body had been constituted. Overall, project designers must give careful thought to the design of project oversight and other bodies to ensure active and representative participation by stakeholders, without creating potential issues of conflict of interest.

140. ***Lesson 13:*** *When it is not possible for the project manager to be based in the targeted project region, there is high value to having a local liaison officer to facilitate strong communication with stakeholders, ensure continued project implementation progress in the region, and quickly take advantage of opportunities that arise with other partners in the region.* The Karst Mainstreaming project contracted a part-time local liaison officer for the first half of the project, but once the local biodiversity inspector was hired, the local liaison officer position was discontinued (approximately half-way through the project). There was a handover process between these two positions, but the biodiversity inspector did not have the same terms of reference as the local project coordinator, and some project participants indicated that there was a great value to having the local project coordinator in place. This supports the experience of many other UNDP GEF projects in the region (e.g. Slovakia’s Laborec-Uh project GEF ID #2261, and the Turkey MCPAs project GEF ID #3550) that there is a high value for successful project implementation of having project staff based at the local level in the targeted region.

B. Recommendations

141. The following are the terminal evaluation’s recommendations, with the target audience in brackets following the recommendation. As the project is ending, there is not significant scope for many concrete recommendations to be followed up by stakeholders, and thus the recommendations are not many. However, there are a number of actions that could be taken before the project ends to contribute to sustainability and consolidate project results.

142. Key Recommendation 1: One of the critical results of the project that will contribute to long-term mainstreaming of biodiversity in Canton 10 is the development of the canton spatial plan in a manner that incorporates key biodiversity values, as identified and advocated under the Karst project. Initial progress was made with incorporation of some biodiversity issues in the first draft of the spatial plan, during the first part of the project. While the project has taken a number of steps to ensure that the relevant government officials will transfer and continue sharing project materials with the spatial planning contracted company, as soon as practically feasible (ideally before the end of the project), the project team should take all possible steps to provide the project materials directly to the team expected to complete the spatial plan. This will limit the potential for reduced project impact due to possible personnel turnover in the government or snafus in bureaucratic government communication channels, particularly considering the still uncertain timeframe for completion of the spatial plan. [PIU, UNDP, RELEVANT PSC MEMBERS].

143. Key Recommendation 2: The project has produced a number of important technical reports, publications and other outputs. Some of these outputs have already proven useful, but some others are likely to have even greater value in the future. For example, the plans for peatland restoration, and the hydrological and ecological report that will only be finalized near the end of the project. Biodiversity data produced under the project will also have long-term value. To contribute to the sustainability of project results, the project team and relevant stakeholders should ensure that all key relevant documents are publicly available online for the foreseeable future (on government, not just UNDP, websites). The most logical location would be the relevant cantonal ministry websites, but other good options could be the federal environment ministry website. [PIU, GOVERNMENT STAKEHOLDERS].

144. Key Recommendation 3: To help consolidate project results and further contribute to the sustainability of project results, before the end of the project the project team and relevant stakeholders in Canton 10 should organize an informal meeting with all project participants invited, to highlight the key results of the project and promote areas for further action. Because the project was involved in diverse activities, even at the end of the project there were individuals involved in the project who were not aware of who all of the other involved stakeholders in the region were. The project did engage a broad range of stakeholders, and as a final push to promote ongoing action for biodiversity conservation in the region, it would be ideal to bring them all together to generate excitement for future work. [PIU, UNDP]

145. Key Recommendation 4: One of the critical areas for sustainability of project results is the long-term integration of the community biodiversity patrol officer in the regional government institutional framework. There is not yet a clear commitment from the relevant government institutions to permanently establish this position, despite the fact that this has been one of the concrete positive contributions of the project at the field level, which has already contributed small-scale impact level results (i.e. through reductions in poaching). This is a matter of urgency, as the C10 annual budget is currently under discussion. The project has already supported lobbying for long-term funding for this position by writing a letter of support to the Cantonal prime minister. The project team should help catalyze further lobbying efforts on this issue, by requesting a broad coalition of regional stakeholders to support the permanent establishment of the position. For example, the municipality of Livno would like to see the

position continued, and indicated preliminary willingness to also send a letter of support on the issue to the Cantonal government. Relevant NGOs, hunting associations, fire brigades, and other stakeholders would also likely benefit from the continued existence of the biodiversity officer, and could be willing to also write letters of support. [PIU, C10 STAKEHOLDERS]

146. Key Recommendation 5: The Karst Mainstreaming project would be an excellent case study for an ex-post evaluation, and the GEF and UNDP should seek opportunities to include this project in any exercises that would facilitate an assessment of results one or two years after project completion. For example a field Review of Outcomes to Impacts (ROtI) exercise in a few years time could be highly useful and insightful in understanding contextual and other factors that affect processes of broader adoption. While results did not progress as far as anticipated during the life of the project, there is continuing (if slow) progress toward the outcomes the project was seeking to achieve. The spatial planning process should be continuing, and within a few years results from other aspects of the project, such as the education and awareness activities, should be more evident. The project may also contribute to setting regional development planning in Canton 10 on a more sustainable path. [GEF Evaluation Office, UNDP Evaluation Office]

C. Karst Mainstreaming Project Terminal Evaluation Ratings

Criteria	Rating	Qualitative Summary
Project Formulation		
<i>Relevance</i>	<i>R / S</i>	The project is relevant to the local and national environmental priorities and policies. The project also supports implementation of the CBD, and is relevant to GEF strategic priorities in the biodiversity focal area.
Conceptualization / design	MS	The overall project objective and strategy is relevant, but there are a number of lessons have emerged in relation to the project design, specific aspects of the intervention strategy, and planned project activities.
Country-drivenness	MS	The project is supported by a range of stakeholders, but it does not appear that there were any local “champions” of the initiative that had ownership of the process.
Stakeholder involvement in design	S	Stakeholder participation in design was well executed, with multiple opportunities for inputs, and proactive engagement of relevant partners.
IA & EA Execution		
<i>Quality of UNDP Implementation</i>	<i>S</i>	<i>UNDP has played the appropriate and necessary supporting and oversight role. Stakeholders have highlighted the good communication and coordination with UNDP.</i>
<i>Quality of Execution – Executing Agency</i>	<i>HS</i>	<i>The project was executed under UNDP’s Direct Execution modality, with UNDP as the executing agency. Project execution was timely, meticulous and efficient. Execution was characterized by good planning, comprehensive reporting and documentation, strong adaptive management, and excellent financial management.</i>
<i>Overall Quality of Implementation / Execution (Efficiency)</i>	<i>HS</i>	<i>The implementation approach and other aspects of efficiency, including cost-effectiveness of management, are in-line with international norms and standards, and UNDP rules and guidelines. Project execution was highly professional and ensured cost-effectiveness of all project actions.</i>
Use of the logical framework	HS	The project team and oversight bodies referenced the logical framework to guide a results-based approach, and made appropriate and necessary

Criteria	Rating	Qualitative Summary
		adjustments to the logframe to improve its utility as a key project guiding reference.
Financial planning and management	HS	Financial management has been excellent, with appropriate budgeting and financial controls.
Adaptive management	HS	The project team, UNDP, and the project board made appropriate and necessary adjustments to the project workplans and activities to support a results-based approach that maximized project results within the constraints of the context in which the project was operating.
Use and establishment of information technologies	S	The technical aspects of the project have been at a high technical level, leveraging key information technologies such as GIS. The project could have a stronger online presence with a dedicated website.
Operational relationships between the institutions involved	S	Very good cooperation and coordination between UNDP and government institutions, project board members, etc.
<i>Monitoring and Evaluation</i>		
<i>M&E Design at Entry</i>	<i>MU</i>	<i>Overall the project M&E activities was in-line with GEF and UNDP minimum standards, except for some significant shortcomings in the logframe indicators and targets.</i>
<i>M&E Plan Implementation</i>	<i>HS</i>	<i>The project carried out the M&E activities as planned, and made good use of the mid-term evaluation and other ongoing monitoring mechanisms to guide and adjust project implementation and management.</i>
<i>Overall Quality of M&E</i>	<i>S</i>	<i>On the whole M&E quality was good, particularly once revisions to the logframe were made following the mid-term.</i>
<i>Stakeholder Participation</i>		
Production and dissemination of information	S	Good results were produced with the education and awareness activities carried out in the second half of the project. Some stakeholders noted opportunities for improvement in sharing information between project partners, and in targeting dissemination of some project outputs.
Local resource users and civil society participation	HS	The project engaged local resource users and civil society organizations in multiple aspects of the project, but particularly through the mini capital grants program, which contributed to strengthening of civil society in the targeted project area.
Establishment of partnerships	S	The project sought and leveraged partnerships as appropriate with stakeholders to support project activities.
Involvement and support of governmental institutions	MS	The project worked directly with Cantonal and Federal government institutions. Collaboration was generally positive, though some institutions could have been more involved, such as the FMOIT, which is the CBD focal point. In addition, while there was no government formed during the second half of the project the project naturally received less support and engagement from Cantonal government institutions.
Overall stakeholder participation	S	On the whole the project successfully engaged a range of stakeholder organizations and institutions, from local to federal levels. The project established a positive relationship with the key private sector partner, but ultimately this engagement was not fruitful for achieving the anticipated peatland rehabilitation activities.
<i>Assessment of Outcomes</i>		

Criteria	Rating	Qualitative Summary
Outcome 1: Karst and peatland needs integrated in the BiH cantonal spatial planning policies and procedures	MU	The project provided a number of outputs, some aspects of which were incorporated in the first phase of work on the Cantonal spatial plan prior to the process becoming stalled at the mid-point of the project. Due to factors beyond the control of the project, the Cantonal spatial plan still has not been completed, and is not expected to be completed for at least another year after project completion. It is anticipated that the project inputs will be incorporated in the Cantonal spatial plan when completed. The project also provided inputs to the municipal and federal level spatial plans, but the municipal plans have not yet been fully developed, and the federal plan is not approved and does not have precedence over the cantonal plan.
Outcome 2: Water use and mining policies in BiH reflect karst and peatland biodiversity conservation requirements	MS	A number of valuable results were produced through the awareness raising and capacity development activities, though these have yet to translate into concrete actions by stakeholders to ensure conservation of the biodiversity of Livanjsko Polje. The micro-capital grants program was also valuable and contributed to increased capacity of civil society in Canton 10, though this activity was not adequately strategically linked to the project objective. It was not possible to carry out the peatland rehabilitation activity while maintaining positive relations with the government and private sector partners. The cross-border agreement also was beyond the scope of the project as it involves bi-lateral relations between BiH and Croatia.
<i>Overall Project Outcome Rating (Effectiveness)</i>	MU	<i>The project produced a number of useful outputs, and overall awareness and understanding of the biodiversity in the target area has increased (though data is anecdotal), as well as communities and government officials' understanding of the threats to the region. At the same time, this increased awareness and capacity will take time to catalyze significant outcome level results for conservation of biodiversity. This has partially or significantly been due to the contextual challenges in the region, including the failure to form a functional government in the two years following elections – basically covering the second half of the project. At the end of the project, the trajectory of the key issues and threats remains much if not wholly as it was at the start of the project. The project may have long-term positive impacts of significant scale, if the communities of Livno Polje support the further development and implementation of spatial plans and other policy documents are further developed, approved and implemented in a biodiversity-friendly manner – but this remains to be seen, and it is anticipated that on-the-ground implementation would be many years after the project.</i>
<i>Overall Project Results</i>	MU	<i>It should be noted that the management and efficiency aspects of the project have been rated highly satisfactory. However, due to factors beyond the control of the project team and primary stakeholders, the results achieved by the end of the project fall significantly short of what had been expected at project approval. This is primarily due to the fact that progress on the key project outcome – mainstreaming of biodiversity aspects in the Cantonal spatial plan – virtually stalled during the second half of the project, because of the failure of a Cantonal government to be formed following elections, and issues related to the government contract with a third party for completion of the spatial plan. These issues could not have been foreseen at the beginning of the project (and were even not expected at the project mid-term), though some risk mitigation aspects of the project design could have been structured to reduce the risk of such issues in a country with an unstable political context. In addition, the project was not successful with the planned peatland rehabilitation activity, though it may be considered that this goal was ambitious when considering practical realities</i>

Criteria	Rating	Qualitative Summary
		<i>related to the private sector concession in the targeted project area. UNDP should not take this as lesson to avoid private sector engagement, but should assess future opportunities with respect to potential synergies with private sector actors, which may mean avoiding initiatives that are in direct conflict with private sector interests unless there is clear political support to take the sometimes difficult actions necessary to shift toward a more sustainable long-term development path.</i>
Sustainability		
<i>Financial Resources</i>	<i>ML</i>	<i>The sustainability of project results are not specifically dependent on financial resources, though resources for environmental management in the region remain limited in general.</i>
<i>Socio-political</i>	<i>ML</i>	<i>Stakeholder ownership of the project results is not concrete, but the project made some contributions to the important outcomes during implementation. It is anticipated that key stakeholders will continue working to support the integration of the project contributions in the final Canton 10 spatial plan, when it is completed.</i>
<i>Institutional Framework and Governance</i>	<i>ML</i>	<i>Governance in BiH suffers from excessive layers of government and institutional bureaucracy. There are not specific institutional risks to sustainability of project results, although it remains to be seen if the institutional arrangements for the biodiversity inspection officer position will be secured, and there still is not an adequate institutional framework for effective environmental management in Livanjsko Polje.</i>
<i>Environmental</i>	<i>ML</i>	<i>There are not new or additional environmental threats to project results, though the main original threats remain, and threats from climate change may be increasing.</i>
<i>Overall Likelihood of Sustainability</i>	<i>ML</i>	<i>It is expected that the key project results achieved will continue to provide benefits, though outcome level results are limited, and it remains to be seen if the project will ultimately contribute to processes of broader adoption.</i>
Progress Toward Impact		
<i>Environmental Status Improvement</i>	<i>N</i>	<i>There is not yet any documented environmental status improvement in the region. The main original threats remain relevant.</i>
<i>Environmental Stress Reduction</i>	<i>M</i>	<i>The project did have some local / site-level positive impacts through direct on the ground activities undertaken by organizations participating in the micro capital grants program, and through the efforts of the local biodiversity inspection officer, during the limited period the officer was active.</i>
<i>Progress Towards Stress/Status Change</i>	<i>M</i>	<i>The project's broad strategy was to improve environmental management in the region by mainstreaming biodiversity conservation in the Canton 10 spatial plan. The project has produced valuable outputs, but the spatial plan remains under development, and it is unclear to what extent the project outputs will ultimately be incorporated and implemented, though project stakeholders are expected to continue supporting the incorporation of biodiversity issues. The project did contribute to increased awareness and capacity in the region, but it is uncertain if this has been to a significant enough degree to lead to changes in behavior or improve environmental management to an extent that would reduce environmental threats and stressors, and lead to improvement in environmental status.</i>

Criteria	Rating	Qualitative Summary
Overall Project Performance Rating	S	The project has produced a number of valuable outputs, while also contributing to an increase in environmental awareness among the population and increasing environmental management capacity in the region. It is expected these results will lead to even more significant outcomes in the future through follow-up and ongoing efforts of stakeholders in the region, and through any subsequent initiatives that may follow to build on the work of this project. The negative exogenous factors could not have been foreseen at the start of the project, and it is generally agreed that the project contributed as much as possible under the circumstances, thanks to the overall strong project execution and adaptive management.

VIII. Annexes

Annex 1: Evaluation Terms of Reference

Annex 2: GEF Operational Principles

Annex 3: Evaluation Matrix

Annex 4: Interview Guide

Annex 5: Final GEF SO-2 Tracking Tool

Annex 6: Evaluation Itinerary and List of Persons Interviewed

Annex 1: Terminal Evaluation Terms of Reference

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

Terms of Reference for the terminal evaluation of the UNDP/GEF Project

a) Purpose

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. Assessment of design and relevance, effectiveness, efficiency, impact and sustainability of the project and the level of achievement of envisaged project results and outcomes. Identification of key recommendations and lessons learned through the evaluation process of KARST project.

b) Objective

The 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.

An overall approach and method⁹ for conducting project terminal evaluations of UNDP supported GEF financed projects have 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 (fill in **Annex C**) 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 point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders. The evaluator is expected to conduct a field mission to Sarajevo, BiH, including the following project sites: Bosansko Grahovo, Livno and Tomislavgrad. Interviews will be held with the following organizations and individuals at a minimum: BIH Ministry for Foreign Trade and Economic Relations (Department for environment protection), Federal ministry for physical planning, Canton 10 Government - Ministry of Economy, Ministry of agriculture, water management and forestry, Ministry for civil engineering (Department for spatial planning and environment protection) and Canton 10 Authority for inspection affairs, micro-grant recipients (local NGOs), consultants companies related to specific tasks implemented within project (Institute for Hydroengineering Sarajevo, ENOVA d.o.o.)

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

⁹ For additional information on methods, see the [Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 7, pg. 163

documents that the project team will provide to the evaluator for review is included in **Annex B** of this Terms of Reference.

c) Background Information

The UNDP Bosnia and Herzegovina (within the Energy and Environment Cluster), in cooperation with the Government of Canton 10 (C10), has been over past several years implementing the Global Environment Facility (GEF) medium-sized project on biodiversity conservation in Livanjsko polje: "Mainstreaming karst peatlands conservation into key economic sectors".

The karst fields of BiH have extremely rich biodiversity at all levels: genes, species and ecosystems. It is especially rich in wetland species of vascular flora, including dozens of endemic and relict species. Livanjsko polje is an excellent example of a well preserved "Temperate Grassland", a biome which is underrepresented in the protected area systems worldwide, according to the United Nations List of Protected Areas (Chape, et al, 2003). According to the EU Bird Directive, Livanjsko polje is an Important Bird Area, and it is of unique international value for the Corncrake, an internationally important bird indicator species. For the Balkan Peninsula, the site is of great conservation interest as it has maintained unique peat-bearing bog, marsh, lowland oak forest and grassland habitats important for several breeding birds, such as Montague's Harrier, Corncrake, Lesser-spotted Eagle, Redshank, Snipe and Great Bittern. Since karst fields have largely declined in the area, some of the species now only live exclusively in Livanjsko polje as they have become extinct everywhere else. Especially valuable are about 100 bird species of which many are virtually bound to the habitats of the karst fields. It is also important to emphasize the richness of ichthyofauna, as well as the invertebrates and mammals.

There are 3 major threats to karst fields and peatlands, stemming either from productive activities, or from unsustainable use of karst fields by local people. The 3 threats, and their corresponding biological impacts are:

1. Unsustainable water use resulting in disturbances in the karst field water balance important for flood and dry meadows biodiversity (the threat is not actual, but highly probable)
2. Peat extraction
3. Un-ecological behavior patterns among rural people

The KARST project's goal is to ensure long-term conservation of the internationally important natural karst systems in BiH and set an example of their conservation across the region. The project objective is to strengthen the policy and regulatory framework for mainstreaming the requirements for conservation of karst and peatland biodiversity into productive sectors (mining, water use) and spatial planning at Cantonal level.

Specifically, the project will:

- (i) assist in preparation of biodiversity-minded policy instrument - a Cantonal spatial plan;
- (ii) introduce municipal-level regulations for karst field biodiversity use by local population parallel to strengthening enforcement capacity of municipal and cantonal officers and inspectors;
- (iii) develop by-laws and methodological guidance on ecologically safe peat mining, and test it at 750 ha of karst peatlands; and
- (iv) promote an international (Croatia-BiH) formal agreement and plan for cross-border water management

A set of public outreach activities has been carried out by the project during project implementation. They will serve an essential prerequisite for successful project implementation and will begin the process of activating and animating the public and government officials at all level towards better appreciation of the ecological values of karst systems. The project will conduct dedicated campaigns on: (i) opportunities for integration of biodiversity conservation in the Cantonal and municipal, as well as Federal spatial planning process; (ii) raising awareness on the conservation value of peatlands and opportunities for its sustainable use; and (iii) need for a balanced cross-border agreement between BiH and Croatia regarding water use.

DESCRIPTION OF RESPONSIBILITIES

Scope of work

1. The Terminal Evaluation is initiated by UNDP Country Office in BiH in line with the UNDP-GEF M&E guidelines in order to assess the overall project achievements, make sure the project is on track to deliver the agreed outcomes. This evaluation is to be undertaken taking into consideration the GEF Monitoring and Evaluation policy that can be downloaded from: http://www.thegef.org/gef/sites/thegef.org/files/documents/ME_Policy_2010.pdf and <http://www.thegef.org/gef/sites/thegef.org/files/documents/Policies-TEguidelines7-31.pdf> as well as the UNDP-GEF Final Monitoring and Evaluation policy that can be downloaded from: <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>
2. The evaluation will be undertaken by a team composed of an International Consultant (Terminal Evaluation Team Leader) and a Local Consultant. They will receive the support of UNDP Country Office and Project Management Team, and will be assisted by a translator/interpreter (when needed).
3. The international consultant is the team leader and will be responsible to deliver the expected output of the mission with the help of local consultant. Specifically, he/she will perform the following tasks:
 - Lead and manage the evaluation mission;
 - Design the detailed evaluation methodology and plan;
 - Conduct desk-reviews, interviews and site-visits in order to obtain objective and verifiable data to substantive evaluation ratings and assessments, including:
 - Verification and commenting of the final stage GEF Biodiversity Tracking Tool data, as collected and reported by the project;
 - Detailed assessment of risks which are listed in project document and updated in inception reports.
 - Draft the evaluation report and share with the key stakeholders for comments;
 - Finalize the evaluation report based on the inputs from key stakeholders.

EVALUATION CRITERIA & RATINGS

- An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see **Annex A**), 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. The obligatory rating scales are included in **Annex D**.

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental :	
		Overall likelihood of sustainability:	

PROJECT FINANCE / COFINANCE

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(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
• In-kind support								
• Other								
Totals								

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 evaluators 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.¹⁰

CONCLUSIONS, RECOMMENDATIONS & LESSONS

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 UNDP CO in (Bosnia and Herzegovina). The UNDP CO will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

¹⁰ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROTI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#)

Deliverables and timelines

The consultant is responsible for the following deliverables:

Deliverables (outputs)	Timing	Deadline
Inception Report: Desk review, development of methodology, updating time table, preparing mission programme	2 days	February 28th , 2013
In-country field visits, interviews	7 days	March 15 th , 2013
Drafting report	3 days	March 25 th , 2013
Draft report circulation	----	April 10 th , 2013
Finalization of report	1 day	April 15 th , 2013

Each document will be presented as a draft version, to be finalized after interactive participatory discussions and clearance.

Additional Annexes to these ToRs will be distributed to the incumbent (general information, specific reference documents, etc.).

COMPETENCIES

Qualifications

Education:	Advanced university degree in environmental field or related area
Experience:	<ul style="list-style-type: none"> • Extensive (at least 10-year) experience and proven track record with policy advice and/or project development/implementation in biodiversity conservation or wetland ecosystem management; • Proven track record of application of results-based approaches to evaluation of projects focusing on protected area management/biodiversity (relevant experience in the CIS region and within UN system would be an asset); • Minimum 2 years of experience in monitoring and evaluation in environment field. • Familiarity with priorities and basic principles of protected area management, biodiversity and sustainable development and relevant international best-practices; • Knowledge of and recent experience in applying UNDP and GEF M&E policies and procedures; • Proven ability and practical experience in monitoring and evaluation of international projects
Language Requirements:	Excellent knowledge of English.

Award Criteria: The award will be based on the:

- Lowest financial offer of the technically suitable candidates.

Applicants are required to submit an application including:

- Letter of interest/ Proposal;
- Explaining why do you consider yourself the most suitable for the work

- Provide a brief methodology, if applicable, on how you will approach and conduct the work
- Personal CV including past experience in similar projects and contact details (e-mail addresses) of referees
- Financial proposal indicating the breakdown of your consultancy fee with a lump sum (including international travel expenses and all other applicable fees, depending on the nature and complexity of the assignment). Accommodation and transport within country (BIH) will be provided by the project.

Annex 2. GEF Operational Principles

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

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

1. For purposes of the financial mechanisms for the implementation of the Convention on Biological Diversity and the United Nations Framework Convention on Climate Change, the GEF will **function under the guidance of, and be accountable to, the Conference of the Parties (COPs)**. For purposes of financing activities in the focal area of ozone layer depletion, GEF operational policies will be consistent with those of the Montreal Protocol on Substances that Deplete the Ozone Layer and its amendments.
2. The GEF will provide new, and additional, grant and concessional funding to meet the agreed **incremental costs** of measures to achieve agreed global environmental benefits.
3. The GEF will ensure the **cost-effectiveness** of its activities to maximize global environmental benefits.
4. The GEF will fund projects that are **country-driven** and based on national priorities designed to support sustainable development, as identified within the context of national programs.
5. The GEF will maintain sufficient **flexibility** to respond to changing circumstances, including evolving guidance of the Conference of the Parties and experience gained from monitoring and evaluation activities.
6. GEF projects will provide for **full disclosure** of all non-confidential information.
7. GEF projects will provide for consultation with, and **participation** as appropriate of, the beneficiaries and affected groups of people.
8. GEF projects will conform to the **eligibility** requirements set forth in paragraph 9 of the GEF Instrument.
9. In seeking to maximize global environmental benefits, the GEF will emphasize its **catalytic role** and leverage additional financing from other sources.
10. The GEF will ensure that its programs and projects are **monitored and evaluated** on a regular basis.

Annex 3: Evaluation Matrix

Evaluation Questions	Indicators	Sources	Data Collection Method
Evaluation Criteria: Relevance			
<ul style="list-style-type: none"> Does the Karst Mainstreaming project's objective fit within the priorities of the local government and local communities? 	<ul style="list-style-type: none"> Level of coherence between project objective and stated priorities of local stakeholders 	<ul style="list-style-type: none"> Local government stakeholders Local community stakeholders Local private sector stakeholders Relevant regional and local planning documents 	<ul style="list-style-type: none"> Local level field visit interviews Desk review
<ul style="list-style-type: none"> Does the Karst Mainstreaming project's objective fit within national priorities? 	<ul style="list-style-type: none"> Level of coherence between project objective and national policy priorities and strategies, as stated in official documents 	<ul style="list-style-type: none"> National policy documents, such as National Biodiversity Strategy and Action Plan, National Capacity Self-Assessment, etc. National legislation such as National Forest Code, etc. 	<ul style="list-style-type: none"> Desk review National level interviews
<ul style="list-style-type: none"> Did the Karst Mainstreaming project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development? 	<ul style="list-style-type: none"> Level of involvement of local and national stakeholders in project origination and development as indicated by number of planning meetings held, representation of stakeholders in planning meetings, and level of incorporation of stakeholder feedback in project planning 	<ul style="list-style-type: none"> Project staff Local and national stakeholders Project documents 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Does the Karst Mainstreaming project's objective fit GEF strategic priorities and operational principles? 	<ul style="list-style-type: none"> Level of coherence between project objective and GEF strategic priorities Level of conformity with GEF operational principles 	<ul style="list-style-type: none"> GEF strategic priority documents for period when project was approved Current GEF strategic priority documents GEF operational principles 	<ul style="list-style-type: none"> Desk review Field visit interviews
<ul style="list-style-type: none"> Does the Karst Mainstreaming project's objective support implementation of the Convention on Biological 	<ul style="list-style-type: none"> Linkages between project objective and elements of the CBD, such as key articles and programs of work 	<ul style="list-style-type: none"> CBD website National Biodiversity Strategy and Action Plan 	<ul style="list-style-type: none"> Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
Diversity? Other MEAs?			
Evaluation Criteria: Efficiency			
<ul style="list-style-type: none"> Is the Karst Mainstreaming project cost-effective? 	<ul style="list-style-type: none"> Quality and comprehensiveness of financial management procedures Project management costs share of total budget 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> Are expenditures in line with international standards and norms for development projects? 	<ul style="list-style-type: none"> Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region 	<ul style="list-style-type: none"> Project documents (budget files, audit, etc.) Project staff National stakeholders 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> Are management and implementation arrangements efficient in delivering the outputs necessary to achieve outcomes? 	<ul style="list-style-type: none"> Appropriateness of structure of management arrangements Extent of necessary partnership arrangements Level of participation of relevant stakeholders 	<ul style="list-style-type: none"> Project documents Project staff Local, regional and national stakeholders 	<ul style="list-style-type: none"> Desk review Interviews with project staff Field visit interviews
<ul style="list-style-type: none"> Was the Karst Mainstreaming project implementation delayed? If so, did that affect cost-effectiveness? 	<ul style="list-style-type: none"> Project milestones in time Required project adaptive management measures related to delays 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> What is the contribution of cash and in-kind co-financing to project implementation? 	<ul style="list-style-type: none"> Level of cash and in-kind co-financing relative to expected level 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
<ul style="list-style-type: none"> To what extent is the Karst Mainstreaming project leveraging additional resources? 	<ul style="list-style-type: none"> Amount of resources leveraged relative to project budget 	<ul style="list-style-type: none"> Project documents Project staff 	<ul style="list-style-type: none"> Desk review Interviews with project staff
Evaluation Criteria: Effectiveness			
<ul style="list-style-type: none"> Is the project objective likely to be met? To what extent and in what timeframe? 	<ul style="list-style-type: none"> Level of progress toward project indicator targets relative to expected level at current point of implementation 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> What are the key factors contributing to project success or underachievement? 	<ul style="list-style-type: none"> Level of documentation of and preparation for project risks, assumptions and impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
<ul style="list-style-type: none"> What are the key risks and priorities for the remainder of the implementation period? 	<ul style="list-style-type: none"> Presence, assessment of, and preparation for expected risks, assumptions and impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Is adaptive management being applied to ensure effectiveness? 	<ul style="list-style-type: none"> Identified modifications to project plans, as necessary in response to changing assumptions or conditions 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Is monitoring and evaluation used to ensure effective decision-making? 	<ul style="list-style-type: none"> Quality of M&E plan in terms of meeting minimum standards, conforming to best practices, and adequate budgeting Consistency of implementation of M&E compared to plan, quality of M&E products Use of M&E products in project management and implementation decision-making 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
Evaluation Criteria: Results			
<ul style="list-style-type: none"> Are the planned outputs being produced? Are they likely to contribute to the expected project outcomes and objective? 	<ul style="list-style-type: none"> Level of project implementation progress relative to expected level at current stage of implementation Existence of logical linkages between project outputs and outcomes/impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective? 	<ul style="list-style-type: none"> Existence of logical linkages between project outcomes and impacts 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met? 	<ul style="list-style-type: none"> Actions undertaken to address key assumptions and target impact drivers 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global 	<ul style="list-style-type: none"> Environmental indicators 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review

Evaluation Questions	Indicators	Sources	Data Collection Method
Environmental Benefits?			
Evaluation Criteria: Sustainability			
<ul style="list-style-type: none"> To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends? 	<ul style="list-style-type: none"> Financial requirements for maintenance of project benefits Level of expected financial resources available to support maintenance of project benefits Potential for additional financial resources to support maintenance of project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained? 	<ul style="list-style-type: none"> Level of initiative and engagement of relevant stakeholders in project activities and results 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained? 	<ul style="list-style-type: none"> Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on socio-political factors? 	<ul style="list-style-type: none"> Existence of socio-political risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> To what extent are the project results dependent on issues relating to institutional frameworks and governance? 	<ul style="list-style-type: none"> Existence of institutional and governance risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review
<ul style="list-style-type: none"> Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits? 	<ul style="list-style-type: none"> Existence of environmental risks to project benefits 	<ul style="list-style-type: none"> Project documents Project staff Project stakeholders 	<ul style="list-style-type: none"> Field visit interviews Desk review

Annex 4: Interview Guide

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

Key

Bold = GEF Evaluation Criteria

Italic = GEF Operational Principles

I. PLANNING / PRE-IMPLEMENTATION

A. **Relevance**

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

B. *Incremental cost*

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

C. *Country-drivenness / Participation*

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

D. Monitoring and Evaluation Plan / Design (*M&E*)

- i. Were monitoring and reporting roles clearly defined?
- ii. Was there either an environmental or socio-economic baseline of data collected before the project began?

II. MANAGEMENT / OVERSIGHT

A. Project management

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

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

B. Flexibility

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

C. Efficiency (cost-effectiveness)

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

D. Financial Management

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

E. Co-financing (catalytic role)

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

F. Monitoring and Evaluation (M&E)

- i. Project implementation M&E

- a. Was the M&E plan adequate and implemented sufficiently to allow the project to recognize and address challenges?
 - b. Were any unplanned M&E measures undertaken to meet unforeseen shortcomings?
 - c. Was there a mid-term evaluation?
 - d. How were project reporting and monitoring tools used to support adaptive management?
 - ii. Environmental and socio-economic monitoring
 - a. Did the project implement a monitoring system, or leverage a system already in place, for environmental monitoring?
 - b. What are the environmental or socio-economic monitoring mechanisms?
 - c. Have any community-based monitoring mechanisms been used?
 - d. Is there a long-term M&E component to track environmental changes?
 - e. If so, what provisions have been made to ensure this is carried out?
- E. *Full disclosure*
 - i. Did the project meet this requirement?
 - ii. Did the project face any challenges in this area?

III. ACTIVITIES / IMPLEMENTATION

A. Effectiveness

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

B. Stakeholder involvement and public awareness (*participation*)

- i. What were the achievements in this area?
- ii. What were the challenges in this area?
- iii. How did stakeholder involvement and public awareness contribute to the achievement of project objectives?

IV. RESULTS

A. Outputs

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

B. Outcomes

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

C. Impacts

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

- iv. If impacts were achieved, were they at a scale sufficient to be considered Global Environmental Benefits?
 - v. If impacts or Global Environmental Benefits have not yet been achieved, are the conditions (enabling environment) in place so that they are likely to eventually be achieved?
 - D. Replication strategy, and documented replication or scaling-up (*catalytic role*)
 - i. Did the project have a replication plan?
 - ii. Was the replication plan “passive” or “active”?
 - iii. Is there evidence that replication or scaling-up occurred within the country?
 - iv. Did replication or scaling-up occur in other countries?
- V. LESSONS LEARNED
 - A. What were the key lessons learned in each project stage?
 - B. In retrospect, would the project participants have done anything differently?
- VI. SUSTAINABILITY
 - A. Financial
 - i. To what extent are the project results dependent on continued financial support?
 - ii. What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
 - iii. Was the project successful in identifying and leveraging co-financing?
 - iv. What are the key financial risks to sustainability?
 - B. Socio-Political
 - i. To what extent are the project results dependent on socio-political factors?
 - ii. What is the likelihood that the level of stakeholder ownership will allow for the project results to be sustained?
 - iii. Is there sufficient public/stakeholder awareness in support of the long-term objectives of the project?
 - iv. What are the key socio-political risks to sustainability?
 - C. Institutions and Governance
 - i. To what extent are the project results dependent on issues relating to institutional frameworks and governance?
 - ii. What is the likelihood that institutional and technical achievements, legal frameworks, policies and governance structures and processes will allow for the project results to be sustained?
 - iii. Are the required systems for accountability and transparency and the required technical know-how in place?
 - iv. What are the key institutional and governance risks to sustainability?
 - D. Ecological
 - i. Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?

Annex 5: Final GEF SO-2 Tracking Tool

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

11/3/13	Topic	Time	Participants
Monday Sarajevo	Introductory meeting with project team and E&E Sector leader - presentation of achievements - Briefing with Mrs. Zahira Virani UNDP Deputy Resident Representative	09:00 - 12:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Zahira Virani, UNDP Deputy Resident Representative, Mrs. Amila Selmanagic Bajrovic, Mr. Sanjin Avdic, Mr. Sanid Vlajcic
	Meeting with Mrs. Jasmina Katica, Federal Ministry for Spatial Planning - member of project board	12:00 - 14:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanid Vlajcic, Mrs. Jasmina Katica, Senior Official Federal Ministry for Spatial Planning - member of KARST project board
	Meeting with ENOVA doo	15:00 - 17:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanid Vlajcic - Mr. Fethi Silajdžić, Mrs. Selma Gljiva Mekić and Mrs. Azra Velagić, ENOVA d.o.o.
	Overnight in Sarajevo		
12/3/13	Meeting with representatives of C10 Ministry of agriculture, water management and forestry and C10 Ministry for civil engineering, reconstruction, spatial planning and environment	12:00 - 14:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mrs. Ankica Čečura, C10 Ministry of agriculture, water management and forestry - member of KARST Project Board and Mrs. Ana Vrdoljak, C10 Ministry for civil engineering, reconstruction, spatial planning and environment - member of KARST Project Board
Tuesday Livno field visit	Meeting with representatives of C10 Cantonal Authorities for Inspectional Affairs	14:00 - 15:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mr. Dubravko Kovačević, Director and Mrs. Valentina Puhalo, coordinator for KARST project
	Meeting with CEP - Cantonal Environmental Policeman for Biodiversity of Livanjsko Polje	15:00 - 16:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mr. Stipo Pavić, Communal Officer for Biodiversity of Livanjsko Polje
	Overnight in Livno - Hotel "Dinara"		
13/3/13	Meeting with NGO UG Grahovo	09:30 - 10:30	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mrs. Danka Zelić, President
Wednesday Livno field visit	Meeting with NGO CGS	12:00 - 13:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mrs. Sonja Garić, President
	Meeting with NGO Cincar	13:00 - 14:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mr. Jozo Baković President
	Meeting with Advisor of Livno Municipality Mayor	14:00 - 15:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mr. Sanid Vlajcic, Mr. Josip Vidovic, Advisor of Livno Municipality Mayor
	Trip to Sarajevo-Overnight in Sarajevo		
14/3/13	Meeting with BIH Ministry for Foreign Trade and Economic Relations (Department for environment protection)	10:00 - 12:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanid Vlajcic, Mrs. Vanda Medic, Federal Ministry for Spatial Planning - member of project board
Thursday Sarajevo	Meeting with HEIS Institute	12:00 - 14:30	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanid Vlajcic, and Mr. Nijaz Zerem HEIS Institute

	Working lunch with project Team Members and E&E Sector Leader	14:30 - 16:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanjin Avdić, Mr. Sanid Vlajcic
	Follow - up meeting with project team and E&E Sector Leader and UN DRR in Bosnia and Herzegovina	16.00 - 17:00	Mr. Joshua Brann, Mrs. Sanja Pokrajac UNDP - Mrs. Amila Selmanagic Bajrovic, Mr. Sanjin Avdić, Mr. Sanid Vlajcic, Mrs. Zahira Virani, UN Deputy Resident Representative in Bosnia and Herzegovina
	Overnight in Sarajevo		
15/3/13	Departure of Mr. Joshua Brann		UNDP Country Office if needed