



TERMINAL EVALUATION

**Enabling transboundary cooperation and integrated water resources
management in the extended Drin River Basin (PIMS 4482)**

and

**Enabling transboundary cooperation and integrated water resources
management in the White Drin and the extended Drin Basin (PIMS 5510)**

Terminal Evaluation *Final Report*

Prepared by:

Ivica Trumbic

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List of Acronyms

ADA	Austrian Development Agency
CEO	Chief Executive Officer
CO	Country Office
CORDA	Coordinated Action
CPAP	Country Programme Action Plan
CSO	Civil Society Organisation
DCG	Drin Core Group
DIKTAS	Dinaric Karst Aquifer System
EC	European Commission
ELEM	Electricity Company of North Macedonia
ESSP	Environmental and Social Screening Procedure
EWG	Expert Working Group
FSP	Full-Sized Project
GEF	Global Environment Facility
GWP-Med	Global Water Partnership – Mediterranean
ICT	Information and Communication Technology
IHP	International Hydrological Programme
IW:LEARN	International Waters Learning Exchange and Resource Network
IMC	Inter-Ministerial Committee
IMS	Integrated Monitoring System
IRC	Istanbul Regional Centre (of UNDP)
IW	International Waters
IWRM	Integrated Water Resources Management
KESH	Electricity Company of Albania
KfW	KfW Development Bank (Germany)
MoU	Memorandum of Understanding
MSP	Mid-Sized Project
MTR	Mid-Term Review
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
PB	Project Board
PCU	project Coordination Unit
PIF	Project Identification Form
PIR	Project Implementation Report
PRF	Project Results Framework
ProDoc	Project Document
PSC	Project Steering Committee
RBM	River Basin Management
RBMP	River Basin Management Plan
RCC	Regional Cooperation Council
RR	Resident Representative
RRF	Results and Resources Framework
SAP	Strategic Cations Programme
SDG	Sustainable Development Goal
SIDA	Swedish International Development Agency
SMART	Specific, Measurable, Achievable, Relevant, Timely (Indicators)
SRF	Strategic Results Framework

TDA	Transboundary Diagnostic Analysis
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNCDP	UN Common Development Plan
UNDAF	UN Development Assistance Framework
UNDP	United nations Development Program
UNECE	UN Economic Commission for Europe
UNEP	UN Environment Programme
UNESCO	UN Educational, Scientific and Cultural Organisation
WFD	Water Framework Directive

Executive summary

Project Information Table

Project Details		Project Milestones	
Project Title:	Enabling transboundary cooperation and integrated water resources in the extended Drin Basin (FSP) Enabling transboundary cooperation and integrated water resources in the White Drin and extended Drin Basin (MSP)	PIF Approval Date:	15 November 2012 (FSP) Add on Project no PIF (MSP)
UNDP Project ID (PIMS #):	4482 (FSP) 5510 (MSP)	CEO Endorsement Date:	17 October 2014 (FSP) 26 May 2015 (MSP)
GEF Project ID:	4483 (FSP) 9121 (MSP)	Project Document (ProDoc) Signature Date:	FSP: UNDP/GWP Project Cooperation Agreement signed on 29 September 2015 MSP: UNDP/GWP Project Cooperation Agreement signed on 12 November 2015
UNDP Atlas Business Unit, Award ID, Project ID:	ALB10 00082116 00091169 KOS 10 00086486 00093741	Date project manager hired:	15 October 2015
Country(ies):	Albania, North Macedonia ¹ , Montenegro, Kosovo ² and Greece	Inception Workshop date:	16 December 2015
Region:	RBEC	Midterm Review date:	20 March 2019
Focal Area:	International Waters	Terminal Evaluation Completion Date	
GEF Operational Programme or Strategic Priorities/ Objectives:	Outcome 3.1: Political commitment, shared vision, and institutional capacity demonstrated for joint, ecosystem-based management of water bodies	Planned Operational Closure date:	31 July 2021
Trust Fund:	GEF TF		
Implementing Partners (GEF Executing Agency):	UNDP		
NGOs/CBO Involvement:	Global Water Partnership (GWP), Global Water Partnership – Mediterranean (GWP-Med)		

¹ Note the name North Macedonia become the official name for FYR Macedonia on 25 January 2019.

² References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

Private Sector Involvement:	NA
Geospatial Coordinates of project sites:	https://dringis.org/

Financial Information

PDF/PPG	at approval (US \$)	at PDF/PPG completion (US \$)
GEF PDF/PPG grants for project preparation	100,000	100,000
Co-Financing for project preparation	120,000	120,000
Project	at CEO Endorsement (US \$)	at TE (US \$)
[1] UNDP Contribution	5,364,221	5,364,221
[2] Government	1,260,000	1,260,000
[3] Other multi-/bi-laterals	222,841,371	222,841,371
[4] Private Sector	0	0
[5] IGO/NGOs	213,500	213,500
[6] Total Co-financing [1+2+3+4+5]	229,679,092	229,679,092
[7] Total GEF Funding FSP	4,500,000	4,500,000
Total GEF Funding MSP	1,000,000	1,000,000
[8] Total Project Funding [6+7]	235,179,092	235,179,092

Brief description of the project

The GEF Full-Sized Project “Enabling transboundary cooperation and integrated water resources in the extended Drin Basin” (FSP) and the Mid-Sized Project “Enabling transboundary cooperation and integrated water resources in the White Drin and extended Drin Basin”, referred to as the Drin Project, have the goal to foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar). This was expected to be achieved by (i) building consensus among countries on key transboundary concerns and drivers of change, including climate variability and change, reached through joint fact finding; (ii) facilitating the agreement on a shared vision and on a program of priority actions deemed necessary to achieve the vision; (iii) strengthening technical and institutional capacities.

The project has the following components and outcomes:

- Component 1: Consolidating a common knowledge base (Outcome 1: Consensus among countries on key transboundary concerns, including climate change and variability, reached through joint fact finding)
- Component 2: Building the foundation for multi-country cooperation (Outcome 2: Visioning process opens the way for systematic cooperation in the management of the transboundary Drin river basin, and Outcome 3: Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments)
- Component 3: Institutional strengthening for Integrated River Basin Management (IRBM) (Outcome 4: The operationalization and strengthening of the institutional and legal frameworks)

for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin basin.

- Component 4: Demonstration of technologies and practices for IWRM and ecosystem management (Outcome 5: Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region)
- Component 5. Stakeholder involvement, gender mainstreaming and communication (Outcome 6: Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming and Outcome 7: Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives)

Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating
M&E Design at entry	S
M&E Plan Implementation	HS
Overall Quality of M&E	HS
2. Implementing Agency (IA) Implementation & Executing Agency (EA) Execution	Rating
Quality of UNDP Implementation/Oversight	HS
Quality of Implementing Partner Execution	HS
Overall Quality of Implementation/Execution	HS
3. Assessment of Outcomes	Rating
Relevance	HS
Effectiveness	HS
Efficiency	S
Overall Project Outcome Rating	HS
4. Sustainability	Rating
Financial sustainability	L
Socio-political sustainability	L
Institutional framework and governance sustainability	L
Environmental sustainability	L
Overall likelihood of sustainability	L

Summary of findings and lessons learned

Findings and conclusions:

- The complex nature of the Drin Basin, where lakes, rivers and underground flows interact in ways hard to unravel, compounded by the many and often conflicting uses of water resources, and by the transboundary conditions that prevail throughout the basin, determines the high fragility of the basin ecosystems and poses serious challenges to the overall sustainability of the water resources of the basin. The project responds to an urgent need for harmonizing and coordinating within a common strategic framework with several management schemes, consultation mechanisms and cooperation efforts, including multi-country ones, that at present characterize the management set up of the Basin. The project is also commensurate with the countries' efforts to adopt/approximate to the EU acquis, including its provisions on shared water resources management.
- The project has achieved its overall objective as well as its outcomes. One particular achievement was the effectiveness of stakeholders' engagement, through Drin Core Group, EWGs and

Stakeholders annual meetings, which was the crucial element that brought agreement on the SAP. Equally so, the project was very effective in raising the capacity as well as the awareness on critical water resources problems in the region, that has contributed to the wide acceptance of project outcomes and outputs among all stakeholder groups. The Drin Project has delivered a number of additional results that have not been originally envisaged by the ProDoc.

- The project has confronted two major obstacles: initial delays in the start of the project caused by delayed confirmation by some countries and several snap elections that caused, and by the COVID-19 crisis. The project implementation team managed to adapt quickly to these changing circumstances, and the impacts of these disturbances were not felt as one might have expected.
- Institutional capacity has been strengthened at national and transboundary levels, and management and knowledge tools have been provided that will enable countries to sustainably manage Drin River Basin on a long-term basis. The project has extended its reach to integrate a score of cross-cutting issues, such as climate change and mitigation and adaptation, flood risk management, demonstration activities etc. The project has achieved full support of the participating countries largely due to a successfully implemented Stakeholders' Engagement and Gender Mainstreaming Strategies.

Lessons learned:

- Project has clear and achievable objectives followed by a rational design of project's components, outcomes and outputs. The design simplicity is an essential prerequisite for a successful implementation of the project.
- All project stakeholders have to be actively involved in the implementation of the project. Well-developed stakeholder engagement and integration mechanisms significantly contribute to better countries' buy-in of the project and its overall success.
- Successful communication and information strategy and a well-developed management information system make the project's implementation transparent, increase trust in project actors and contribute to countries' support to the project and implementation of its results increasing, thus, its sustainability level.
- Gender strategies are effective if they are developed in early stages of the project in order to guide gender mainstreaming throughout the implementation process.
- Efforts to deliver more results than initially envisaged improves the project's catalytic/replication effect. Catalytic effect of the project is enhanced by examples presented through demonstration projects.
- The committed project implementation team is key ingredient of the project's success. This project has shown that the team has spared no time to engage in frequent and fruitful consultation with a variety of project partners. Its long-standing experience in dealing with stakeholders' participation and gender mainstreaming made this aspect the backbone of the project contributing thus to its overall success.
- Capable project implementation team is essential element to successfully confront unexpected changes in the project's environment, such as political events, economic crises, pandemics etc. This also contributes to the increased project's effectiveness and efficiency.
- Capacity building (individual as well as institutional) at national and transboundary levels are key factors for sustaining results.

Recommendations summary table

Rec #	TE Recommendation	Entity responsible	Time frame
Recommendations for the Drin Project			
1	Efforts should be continued to establish, wherever possible, the Inter-Ministerial Committees (IMC). This should include a proper mandate, composition and legal background. This will increase their decision-making power and contribute to better transboundary management from the national perspective. The project should assist in establishment of the IMCs.	DCG	Soon after the project closure
Recommendations for future programming			
2	Design of future regional projects should better analyse the situation in countries to identify risks and eventual obstacles to transboundary management process at a regional scale. This should be more realistically reflected in the project documents.	GEF/UNDP	Future projects
3	Project implementation team should follow-up with the partners to determine an accurate level of co-financing committed to the project. GEF should consider a standardised approach to calculating co-financing to ensure that partners are calculating their commitments on the same basis.	GEF/UNDP	Future projects
4	Projects' design should have clearly elaborated the exit strategy that will show what is needed to avoid lengthy intermission periods. Many transboundary management processes are dependent on the project financing before they become fully endorsed by the countries, and no project continuity may negatively affect the process.	GEF/UNDP	Future projects
5	The future regional project designs should allocate more resources to in-country implementation in the form of pilot or demonstration projects. Increasing the number of national projects may prove helpful to incorporate emerging and/or innovative issues and/or solutions as well as national priorities for the transboundary river basin. These projects should be planned in order to maintain the equal participation of all countries.	GEF/UNDP	Future projects
6	If the initial analysis shows that such longer-term solution might be feasible, the project should in its design phase elaborate more extensively on the development of institutional solutions for transboundary water management that might include, for example, establishment of river commissions coupled with the necessary legal provisions. Since such decision is in the hands of the political authorities of the countries concerned, the project should support the establishment of such a solution, if it will be taken.	GEF/UNDP Participating countries	Future projects
7	The execution arrangement of the regional projects should plan for decentralised project management, such as establishment of the country project offices in addition to the central implementation unit. The management proposals should elaborate in detail the terms of reference for such offices including the sources of financing.	GEF/UNDP Participating countries	Future projects
8	During the implementation of the project, every effort should be made to maintain the institutional continuity and to avoid frequent changes in participation at country level, as the opposite can significantly reduce the pace of the project implementation.	GEF/UNDP Participating countries	Future projects
9	More efforts should be made to secure steady and, if possible, in cash financial provision by the participating countries, in particular for the	Participating copuntries	Future projects

	implementation of SAP proposals. While this may be difficult to obtain at the start of the project, it should become a necessary condition for the exit strategy.		
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1. Introduction

The Terminal Evaluation (TE) of the UNDP implemented GEF financed projects “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (PIMS 4482) and “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin” (PIMS 5510) was carried out in three phases: (i) desk reviews, data collection, analysis and preparation of terminal evaluation inception report; (ii) evaluation missions to Podgorica to meet with the Montenegro authorities and the Project Office in Montenegro, and to Athens to meet with the project team; and conducting a series of online interviews with the project’s stakeholders in all countries participating in the project; and (iii) preparation of the draft and, subsequently, final versions of the Terminal Evaluation Report.

1.1. Purpose and objective of the Terminal Evaluation

In accordance with the Terms of Reference (ToR) (Annex 1), the purpose of the TE is “...to provide an impartial evaluation of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management and achievements.” The information, findings, lessons learned, conclusions and recommendations generated by the evaluation will be used by the UNDP and the executing partners to strengthen the remaining projects’ implementation and inform prospects for the replication and sustainability of the intervention in future similar projects.

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

The evaluation assesses the extent to which planned projects’ results have been achieved since the beginning of the projects in August 2015 and the likelihood of their full achievement by the end of the projects in July 2021 based on their Project Document (ProDoc) and Strategic Results Framework (SRF). The evaluation will also assess the monitoring and evaluation component of both projects and their compliance with UNDP and GEF minimum standards, including SMART criteria for indicators.

1.2. Scope

In accordance with the ToR, the scope of the evaluation has covered, among other, the following specific aspects:

- Project design;
- Risk assessment and risk management;
- Progress toward results, outputs, outcomes and impacts;
- Implementation and execution arrangements, including GEF implementing agency oversight;
- Performance of the executing agency;
- Partnership approach and stakeholder participation;
- Communications and public awareness;
- Work planning, financial management/planning and co-financing;
- Flexibility, innovation and adaptive management;
- Gender mainstreaming in implementation;
- Projects’ sustainability; and
- Catalytic role: replication and up-scaling.

The terminal evaluation is based on the status of the projects as of 30 June 2021, which is one month before the scheduled closure of both projects and within around two years of the Mid Term Review (MTR). The project's MTR report is referenced throughout this report, and rather than repeated the detailed analysis of activities conducted and outputs delivered up to the mid-term, this report builds on the findings of the MTR, assesses the overall progress that has been made since the start of the project and considers the sustainability of the projects' outcomes and the achievement of their intended impacts.

The TE covers the entire geographical area of the Drin River Basin, including the territories of the countries where the basin is located: Albania, Greece, Montenegro, North Macedonia and Kosovo. The evaluation assessed all components of the project.

1.3. Methodology

The evaluation has been performed in accordance with UNDP's "Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects"³. An evidence-based approach has been adopted to assess the projects' performance, including a desk review of 130 relevant project documents and website research (Annex 4), and semi-structured interviews with as many stakeholders as possible within the limited time available for the evaluation (Annex 3). A consultative, participatory approach has been adopted throughout, engaging with the Project Executing Partner (GWP-Med) in Athens, the GEF secretariat, the Implementing Agency (UNDP), and other executing project partners and other key stakeholders. Due to time limitations, it was not possible to arrange more than one short field visit. All other interviews were conducted by online conference platforms and email.

An evaluation matrix was designed for the inception report and is attached as Annex 5. The matrix provides a set of review questions to be addressed and indicators against which project performance has been measured. It also identifies the data collection and analysis methods to be adopted and the information sources to be used. Table 1 lists the data collection methods, information sources and number of interviewees.

Table 1: Data collection methods, information sources and respondents

Data collection method	Information source	Number of documents/ respondents	Annex for details
Document review	<ul style="list-style-type: none"> • Project document • PIFs • Project Board meetings' minutes • Stakeholder meetings' reports • PIRs • Workplans • Financial reports • Co-financing letters • MTR report • Workshop reports • Project outputs • Miscellaneous documents • Evaluation guidelines 	130	4

³ Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects, UNDP Evaluation Office, 2020

Key informant interviews	<ul style="list-style-type: none"> • Implementing agency • Executing agency • Executing partners • Key stakeholders 	14	3
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1.4. Limitations

This terminal evaluation had a very limited timeframe for completion compared to other projects of this value, scope and duration. A specific consequence of this time limitation was that the consultant was not in a position to interview as many stakeholders as desirable, and was only limited to the key partners participating in the project.

Also, because of the COVID-19 pandemic, as well as the limited time-frame, there was no possibility for an extended mission to visit all the beneficiary countries of the project. However, the consultant was able to visit the executing partner's office (GWP-Med) in Athens, as well as the Project Office in Montenegro and the Montenegro authorities, which proved to be extremely useful and important for the evaluation process.

1.5. Structure of the Terminal Evaluation Report

The TE report follows the structure required by the respective UNDP Guidance⁴ as summarized in the ToR (Annex 1). The main sections of the report are as follows:

- Section 1 Introduction: purpose and objectives of the evaluation; scope, methodology, limitations and report structure
- Section 2 Project Description: development context; problems that the projects sought to address; project objectives; project's Theory of Change; expected results; available resources; main stakeholders; project partners; and outcome of the mid-term evaluation
- Section 3 Findings: project design; project implementation; project results
- Section 4 Conclusions, Recommendations and Lessons Learnt: main findings; conclusions; recommendations; and lessons learnt

Although this report covers two projects, they will be analysed as one project because the Mid-Sized Project (MSP) addition referred only to the territory of Kosovo, while the substantive issues remained the same as in the Full-Sized Project (FSP).

2. Project description

2.1. Project start and duration

Project Milestones

PIF submitted:	12 July 2012 (FSP)
PIF approved:	15 November 2012 (FSP)

⁴ ibid

PPG approved:	15 December 2012 (FSP)
GEF CEO Endorsement:	17 October 2014 (FSP)
	26 May 2015 (MSP)
Start Date (Inception Workshop date):	16 December 2015
Project Duration:	48 months
Project End Date (planned):	31 July 2021

2.2. Development context

The Drin Basin is located in the southwestern part of the Balkan Peninsula. It comprises the sub-basins of the White Drin, Black Drin, Drin and Buna/Bojana Rivers and of the Prespa, Ohrid and Skadar/Shkoder Lakes. The Drin River is the “connecting body” of the “extended” Drin Basin, linking the lakes, wetlands, rivers and other aquatic habitats into a single, yet complex, ecosystem of major importance. The water bodies and their watersheds are spread in a geographical area that includes Albania, Greece, North Macedonia, Montenegro and Kosovo. The total geographical area of the Drin Basin is 20,361 km². The basin is characterized mainly by mountainous relief, the highest peaks of which are the Dinaric Alps at over 2,500 m above sea level, with the exception of the basin’s coastal area in Albania. The basin is home to over 1.61 million people, living in over 1,450 settlements. The extended basin therefore includes the three well known Balkan lakes of Prespa, Ohrid and Skadar -



Figure 1: Map of the Extended Drin River Basin

Shkoder. The first two are linked together by their predominantly karstic nature while the latter two by the flow of the Drin River which originates from Lake Ohrid, in its turn alimented via subterranean flows by Lake Prespa, and flows North to receive the White Drin and then enters the coastal plain joining the Buna/Bojana river, outflow of Lake Skadar– Shkoder. With its rich water resources (>350, 000 mc/s) and ecosystems, this complex interconnected hydrologic and hydro-geologic system provides a wealth of services to the countries that share the Basin: abundant energy supply, fisheries, water supply for irrigation and domestic uses, sustenance of unique endemic biodiversity, and livelihoods, such as recreation and tourism, which are becoming increasingly important in the economic strategies in particular of Montenegro and Albania. Figure 1 shows the geographical extent of the Drin river basin.

The basis for the project dates back to a consultation meeting for shared lakes management organized by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), World Bank and GWP-Med under the Petersberg Phase II/Athens Declaration Process and the Global Environment Facility (GEF) IW:LEARN Programme, in Ohrid, North Macedonia, on 12-14 October 2006. Another consultation meeting on integrated management of transboundary water resources in the Drin was held in 2008 to advance cooperation and understanding between the riparian countries. The Drin Core Group was established (2009) as an informal body to “provide a Forum for coordination among the Parties to enable communication and cooperation among them and the key stakeholders, and for the coordination and the facilitation of implementation of the Drin Dialogue”. Between 2009

and 2011, a Drin Dialogue Process took place, which has created the political will that was translated into the signing of a Memorandum of Understanding (MoU) by the Ministers of the water and environment management competent ministries of the riparian countries (Drin MoU - Tirana, 25 November 2011). It included as its objective the Strategic Shared Vision developed through the Drin Dialogue: *“to promote joint action for the coordinated integrated management of the shared water resources in the Drin Basin, as a means to safeguard and restore to the extent possible the ecosystems and the services they provide, and to promote sustainable development across the Drin Basin”*. The Drin MoU identifies short, medium and long-term actions to address problems identified as affecting sustainable development in the entire Drin Basin or in one or more of the Sub-Basins and establishes the institutional setting for transboundary cooperation: The Meeting of the Parties Drin Core Group, its Expert Working Groups and its Secretariat. The Drin MoU provides the political framework for and defines the context of the cooperation among the Drin riparian countries. The UNECE Water Convention and the EU Water Framework Directive provided (and continue to provide) the legislative framework advancing water resources management in the region. The Drin Core Group was given the mandate to coordinate actions for the implementation of the MoU.

2.3. Problems that the project sought to address

The MTR Report summarised the issues that the project sought to address being also the transboundary issues listed in the Drin MoU, namely:

- Improving access to comprehensive data and adequate information to fully understand the current state of the environment and the water resources and the hydrologic system (including surface, underground and coastal waters) as well as ecosystems of the Drin Basin;
- Establishing conditions for a sustainable use of water and other natural resources;
- Developing cooperation and measures to minimize flooding especially in the lower parts of the Drin Basin;
- Improving management and appropriate disposal of solid wastes;
- Decreasing nutrient pollution deriving from untreated or poorly treated wastewater discharges and unsustainable agricultural practices;
- Decreasing pollution from hazardous substances such as heavy metals and pesticides; and,
- Minimizing effects of hydro-morphologic interventions that alter the nature of the hydrologic system and the supported ecosystems, resulting in their deterioration.

The above issues remained salient throughout the remaining period of the project’s implementation. Equally so, the key threats, identified during the project preparation stage, through the Drin Situation Analysis study (<http://drincorda.iwlearn.org/library-main/Docs/major-issues-problems-and-drivers-in-the-drin-basin/view>) continued to remain the same as indicated by the transboundary issues identified through the TDA each one exacerbated by the impacts of climate variability and change:

- Deterioration of water quality
- Variability of hydrological regime
- Biodiversity degradation
- Disturbance of the natural sediment transport regime

The ProDoc identified that on-the-ground implementation of the reforms and implementation and enforcement of new laws was, however, still lagging behind, even if the steps have been made over recent years in all the participating countries towards the alignment with the EU environmental legislation. Having that in mind, the project responded to the stated priorities set forth in the Drin MoU and the individual natural resources management needs at national level. It aimed at fostering

the joint, transboundary and integrated management of the Drin River Basin, assisting to overcome the present fragmented approaches and diverse administrative and legal frameworks.

The Drin Project is fully consistent with the long-term goal of the GEF International Waters focal area, i.e.: the promotion of collective management for transboundary water systems and subsequent implementation of the full range of policy, legal, and institutional reforms and investments contributing to sustainable use and maintenance of ecosystem services. The project's objectives and components are commensurate with the stated GEF objective. The project also fits into UNDP's core Water Governance Programme, and adheres to the UNDP role as identified in the UNDAF, UNCDP (for Kosovo only), Country Programme, Countries Programme Action Plans (CPAP), and RRF (for Kosovo only).

Finally, the project is compatible with the SDG 6, as well as SDGs 13, 16 and 17. This was not explicitly stated in none of the project related documents (Project Identification Form-PIF, CEO Endorsement, or ProDoc), because they were approved before the SDGs were adopted. However, the analysis of the projects' objectives, components and activities shows high level of compatibility.

2.4. Immediate and development objectives

The "GEF Drin Project" consists of a Full-Sized Project (FSP) "Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin" (PIMS 4482/ GEF ID 4483, with three beneficiary countries: Albania, Montenegro and North Macedonia), with an add-on Medium-Sized Project (MSP) "Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin" (PIMS 5510 / GEF ID 9121, with Kosovo as the beneficiary country). Since both projects have substantially the same contents, structure and objectives, from now on they will be referred to as the "GEF Drin Project" (The Project).

The ProDoc also states that the Project's goal is to foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar). This was expected to be achieved by (i) building consensus among countries on key transboundary concerns and drivers of change, including climate variability and change, reached through joint fact finding; (ii) facilitating the agreement on a shared vision and on a program of priority actions deemed necessary to achieve the vision; (iii) strengthening technical and institutional capacities.

2.5. Description of the project's Theory of Change

The ProDoc has elaborated the design strategy and the Theory of Change (ToC). The Project's strategy leads to the following Project's components and outcomes:

- **COMPONENT 1. CONSOLIDATING A COMMON KNOWLEDGE BASE**
 - Outcome 1: Consensus among countries on key transboundary concerns, including climate change and variability, reached through joint fact finding
- **COMPONENT 2. BUILDING THE FOUNDATION FOR MULTI-COUNTRY COOPERATION**
 - Outcome 2: Visioning process opens the way for systematic cooperation in the management of the transboundary Drin river basin.
 - Outcome 3: Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments.
- **COMPONENT 3. INSTITUTIONAL STRENGTHENING FOR INTEGRATED RIVER BASIN MANAGEMENT (IRBM)**

- Outcome 4: The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin basin.
- COMPONENT 4. DEMONSTRATION OF TECHNOLOGIES AND PRACTICES FOR IWRM AND ECOSYSTEM MANAGEMENT
 - Outcome 5: Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region.
- COMPONENT 5. STAKEHOLDER INVOLVEMENT, GENDER MAINSTREAMING AND COMMUNICATION
 - Outcome 6: Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming.
 - Outcome 7: Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives.

The Theory of Change is logically proposed, albeit at a strategic level, which only implicitly indicates the pathway in descending order from upper to lower levels. The ProDoc does not have the description of the logic of the Theory of Change, but it is understood how it leads from the project objectives to the project's components, outcomes and activities.

2.6. Expected results

The Project's expected results were provided in the Project Results Framework (PRF) in the ProDoc, named also as the Strategic Results Framework (SRF). The framework was modified by the following Project Board Meetings: Ad hoc meeting on 30 March 2016; its 2nd meeting on 13 June 2016 in response to the request of the beneficiary countries; and its 8th meeting on 31 May 2019 in response to changes recommended in the MTR report. The final PRF used as the basis for the TE is provided in Annex 6 and an assessment of achievement of project outcomes and objectives is discussed in Section 3.3.

2.7. Total resources

The FSP project has approved financing from GEF Trust Fund in the amount of US\$4,500,000 and co-financing from Project partners in the amount of US\$226,429,721. The MSP Project has the approved financing from the GEF Trust Fund in the amount of US\$1,000,000 and co-financing from Project partners in the amount of US\$8,853,373. The combine total for both projects has approved financing from GEF Trust Fund in the amount of US\$5,500,000 and co-financing from Project partners in the amount of US\$235,283,094.

2.8. Main stakeholders

The ProDoc identifies two major group of project's stakeholders: various levels of government; and Civil-society, private sector actors (farmers, fishermen, tourism, industry), environmental groups, community groups, special interest groups). The main project areas where the above stakeholders were planned to be involved was in consultation process dialogue during the preparation of the Transboundary Diagnostic Analysis (TDA) and the Strategic Actions Programme (SAP). It was planned that the Stakeholder Analysis and Mapping document be prepared when the project started. According to that document, and summarized in the MTR Report, the representative main stakeholders involved in the project implementation include:

Table 2: Main stakeholders involved in the project implementation⁵

Country	National level	Local level	NGO/Academia
Albania	Agency of Water Resources Management Ministry of Environment and Tourism Institute of Geosciences, Energy, Water and Environment National Environmental Agency	Municipality of Shkodra	
Kosovo	River Basin Authority MESP Hydro-meteorological Institute Environmental Protection Agency (KEPA)	Municipality of Rahovec	University of Pristina NGO Finch
North Macedonia	Ministry of Environment Environmental Protection Agency	Municipality of Ohrid ELEM – Crni Drin Division, Hydrobiological Institute- Ohrid	NGO Ecological Movement
Montenegro	Ministry of Agriculture and Rural Development Ministry of Sustainable Development and Tourism Hydro-meteorological Institute Environmental Protection Agency National parks of Montenegro		

2.9. Key partners in the project

Implementing agency for the project is the United Nations Development Programme (UNDP), while the executing agency is the Global Water Partnership – Mediterranean (GWP-Med). The UNDP Albania acted as the Principal Project Representative Country Office (CO), for the FSP project and UNDP Kosovo for the MSP project accordingly and were accountable to the GEF for the use of funds and reporting to GEF on all aspects of the project per the Monitoring and Evaluation Plan, with support of UNDP Country Offices in North Macedonia and Montenegro. Regional Centre in Istanbul (IRC) ensured additional regional coordination and oversight. The GWP has had full control over project operations, and used its own supply channels for recruitment and procurement, ensuring that the process is in line with UNDP standard requirements and based on “best value for money”. The Project was managed by the Project Coordination Unit (PCU) with staff stationed in project offices in Tirana, Albania; Podgorica, Montenegro; Ohrid, North Macedonia; Prishtina, Kosovo; and Athens, Greece. Initially the PCU was based in Tirana, Albania. However, when the water portfolio was transferred from the Ministry of Agriculture of Albania to the National Agency of Water Resources Management, the latter was a new agency that was lacking premises, thus impossible for them to provide a separate office for the project. The PCU office was then moved to Athens. After the first year the PCU was operating on-line using web-based communication, planning and monitoring tools (in the absence of today’s IT web-based facilities such as Microsoft Teams, the planning and monitoring tools used were custom-made using the MS SharePoint platform). UNECE provided technical assistance and advise on issues of expertise; these were detailed in an inter-agency agreement established with UNDP. Figure 2, taken from the ProDoc, shows the project management arrangements.

⁵ Mid.Term Review Report, 2019 – updated list

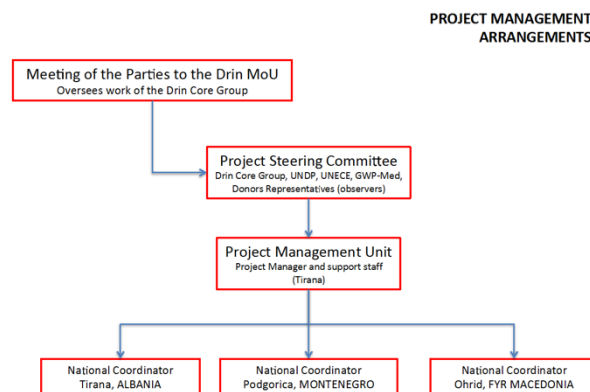


Figure 2: Project Management Arrangements

2.10. Mid-Term Evaluation

The Mid-Term Review (MTR) was carried out in the period from 11 January 2019 to 30 April 2019, roughly in the middle of the project’s implementation period, taking in the account the extension of the project. Therefore, the Terminal Evaluation covers roughly half of the project’s implementation time.

3. Findings

This section presents the findings of this TE adhering to the basic structure proposed in the ToRs and as reflected in the UNDP project evaluation guidance. It is clear from a review of the ProDocs, PIRs, PSC meeting minutes, other project documents and interviews with stakeholders that the Drin Projects is complex in its scope, presenting challenges for their implementation and management. The project has a total of 5 components, 7 outcomes, 11 outputs and a large number of activities that, however, are not presented in a consistent manner throughout both project documents. The first (Full Size) Project included three countries of the Drin River Basin (Albania, Montenegro and North Macedonia). After Kosovo became eligible under the GEF IW, an add-on (Medium Size) project was designed and approved, to fill the gap, bringing Kosovo in the team of riparian countries working together towards enhanced cooperation for the management of the Drin Basin.

The Outcomes and Outputs are the same in both documents. The only difference is in Component 4: Demonstration of Technologies and practices for IWRM and ecosystem management:

- In the FSP there are five demonstration projects in the three project beneficiaries; and
- In the MSP there is one demonstration project in Kosovo.

Naturally the indicators and targets in this Component are different in the two projects. As mentioned earlier, further analysis will refer to both projects as one project.

The MTR report proposed 12 recommendations to improve the performance of the project in terms of its efficiency and to make it better able to meet its targets by the end date. Annex 6 lists these recommendations together with the management response and assesses the extent to which they have been addressed. Most of the recommendations were accepted and have been addressed.

3.1 Project Formulation

3.1.1. Analysis of Results Framework

The Drin Project's overall objective and components are clear and practical and follow a logical sequence (objective ➡ component ➡ outcome ➡ output). The project's components also respond adequately to the participating countries' priorities. This fact was clearly emphasized by all the stakeholders that were interviewed. The flow of the Theory of Change (ToC) diagram looks logical and the drivers and assumptions are correctly stated. However, the project's objective is not clearly stated in the ToC diagram, there is no clear definition of the problem to be addressed, there is no identification of the barriers to achieving the outcomes (enablers are indicated in the ToC diagram), and there is no indication of the phased withdrawal of the project, i.e. the exit strategy. However, the implementation of the Strategic Actions Programme (SAP) is stated as an Intermediate Goal, which is the task to be implemented, eventually, in the next stage of the project. Finally, the textual description of the project's strategy and the ToC is rather elementary.

The Strategic Results Framework (SRF) identified during the design phase mostly presents a good and clear set of expected results. No changes were made during the Inception Phase. However, the countries and the MTR proposed several revisions of indicators and targets and the SC approved these in its Ad hoc meeting on 30 March 2016 and 2nd meeting on 13 June 2016 (changes proposed by countries), and its 8th meeting on 31 May 2019 (changes proposed by the MTR). The indicators were changed in Outcomes 2, 4 and 5, while the targets were changed in Outcomes 2 and 4. TE finds that MTR proposed changes are sound in particular because they have streamlined the indicators and targets, thus making them more realistic. The revised SRF is attached as Annex 7. The TE also finds that the revised indicators of the SRF are SMART and fully compatible with the stated project's objective.

3.1.2. Assumptions and risks

The PIFs and, subsequently, the ProDoc assess the project as the low risk one. The Project Results Framework lists a number of risks and assumptions that were identified as applying to all project activities. These mainly relate to the political will and capacity of the Drin Riparians' institutions to contribute to the project activities, the timely provision of data and information and participation in meetings and conferences.

The UNDP Risks-Log (Annex 6 of the ProDoc) identifies two risks only. Lack of sustained political support by the project countries may hinder the ability of the project to reach its objective is rated as low. Climate Change may have an effect to the hydrological system in the Drin Basin affecting the ecosystems, the frequency and intensity of floods hence the society and the economy etc. is rated as moderate.

Three additional risks were identified during the project lifetime and included in the UNDP Atlas Risk Register; none of the risks were considered as critical:

- Post-earthquake in Albania and COVID-19 pandemic, that may have an impact on stakeholders' engagement, lower responsiveness and input and, resulting in delays and lower quality of deliverables, rated as medium/moderate.
- Changes in the government, consequently the DCG as a result of elections in the Drin Basin, rated as low.

- The representatives of the countries in the Drin Core Group and the Steering Committee a low-level staff of the Ministries, rated as low.

3.1.3. Lessons from other relevant projects incorporated into project design

The design of the project benefited from past experiences in the area of integrated river basin management. It was built on past experiences including projects supported by GEF and implemented by UNDP. The project has drawn lessons from three major GEF funded projects in the region: GEF-World Bank's "Lake Shkoder Integrated Ecosystem Management Project", GEF-World Bank's "Lake Ohrid Conservation Project", and GEF-UNDP's "Integrated Ecosystem Management in the Prespa Lakes Basin". Project is also linked to the 4 countries' efforts to implement the EU environmental legislation, in particular the EU Water Directive. As the ProDoc states "...the present project responds to the stated priorities set forth in the Drin Memorandum of Understanding (MoU)...aims at fostering the joint, transboundary and integrated management of the Drin River Basin, assisting to overcome the present fragmented approaches and diverse administrative and legal frameworks." The project is also closely linked to the Drin Dialogue Project. The TE finds that the Drin Project has integrated all relevant lessons from the similar project in the region and wider, and is well embedded in the complementary regional management initiatives.

3.1.4. Planned stakeholder participation

Main stakeholders were identified in a number of project related documents. The PIFs identified key stakeholders at various government levels in all four countries, as well as civil society organisations. The PIFs also outlined the basic principles for the stakeholder engagement. The ProDoc expanded on the stakeholder involvement by developing an entire component (Component 5) devoted to this aspect. The main aim of this component's activities was to support the implementation of Components 1 to 4 of the project, in particular the Transboundary Diagnostic Analysis (TDA) and the Strategic Actions Programme (SAP). The TE also finds that, considering the fact that the project design was extensively linked to Drin MoU, which was an expression of the perspectives of major stakeholders in riparian countries, that their views on Drin transboundary water management were well presented.

The ProDoc proposed development of the Stakeholder Involvement Strategy. In early 2017, a detailed Stakeholder Analysis was prepared analysing the characteristics (power, influence, knowledge etc.) of the stakeholders allowing the planning of the engagement of stakeholders and also the development of a communication plan. Stakeholder involvement activities were organized throughout the project implementation. The TDA and the SAP were informed by extensive input provided by stakeholders that were engaged through structured processes. All project activities incorporated input by stakeholders (using focus groups meetings, interviews; by providing technical data and information). As a result, key stakeholders in each Drin Riparian were engaged by either providing information or input in all project activities. Meetings with responsible institutions including municipalities and consultations with stakeholders were organized as part of the implementation of the demonstration activities. The project's main stakeholder consultation was established in form of the annual stakeholder conferences that were very well attended by the government representatives and the civil society organisations. Six conferences took place so far, five of which were in-person events while the last one (in 2021) was held virtually because of COVID-19.

3.1.5 Linkages between project and other interventions within the sector

The PIF lists projects, including the GEF financed ones, that the Drin project will interact with during its implementation. Most of them were ongoing at the time when PIF was prepared, but in the

meantime all of them have been closed. As explained above, the linkages were established and lessons drawn from these projects were integrated in the project's design.

The MTR Report lists a number of other initiatives and organisations that the project coordinated with in recent years, namely: GIZ CSBL (Conservation and Sustainable Use of Biodiversity in Lakes Prespa, Ohrid and Shkodra/Skadar) Project; GIZ CCAWB (Climate Change Adaptation Transboundary Flood Risk Management in Western Balkans) Project; and SIDA supported project for the development of the Management Plan for the White Drin in Kosovo.

In addition to the above, the Drin Project also linked to the KfW supported activities for the construction of a wastewater treatment plant for the city of Shkodra. The Drin Project resulted in the development of two spin-off projects that were designed to contribute in the implementation of the GEF Drin Project: part of the Austrian Development Agency (ADA) supported Project "Promoting the Sustainable Management of Natural Resources in South-eastern Europe, through the use of the Nexus approach" focusing on Drin.; and Adaptation Fund supported and UNDP implemented project "Integrated climate-resilient transboundary flood risk management in the Drin River basin in the Western Balkans".

Cooperation with the Secretariat of the UNECE Water Convention was close throughout the project implementation. UNECE contributed with its experience in institutional analysis and the Water-Food-Energy-Environment Nexus; it contributed in the development of the TDA thematic report on Institutional and Legal Settings and prepared the TDA thematic report on Nexus. Overall, the project contributed in the implementation of the Water Convention by the Drin Riparians. UNECE is a member of the DCG and participated in all its meetings.

Cooperation with the UNESCO IHP resulted in the implementation of the demonstration activity "Establishment and testing of Transboundary Monitoring in Skadar/Shkoder and Buna/Bojana". The activity was implemented using results of the GEF/UNDP/UNESCO DIKTAS project. The results of the activity will be used in the GEF/UNDP/UNESCO DIKTAS II project as well as in the GEF/UNEP/UNESCO MedProgramme.

The project has been contributing to the implementation of the South East Europe (SEE) 2020 strategy of the Regional Cooperation Council (RCC). The project has also been contributing in the implementation of the Sofia Declaration on the Green Agenda for the Western Balkans.

The TE concludes that the Drin Project has established good linkages with other complementary interventions.

3.1.6. Gender responsiveness

Gender mainstreaming was addressed in the ProDoc in Component 5. Gender was mainstreamed in the project design following the two-pronged approach by (1) mainstreaming gender in the project execution; and (2) by integration of gender perspective into water policies. Gender action plan was not prepared during the ProDoc preparation phase, but the gender issues were integrated in the project's strategy and rationale, though not specifically mentioned in the ToC.

In early 2018 a Gender Mainstreaming Strategy was produced by the external consultancy firm with assistance from the GWP-Med. Out of 5 experts participating in the development of the study, three were women. The document is extensive and covers all the gender-related issues at national and regional level and provides a wider international perspective. The Gender Action Plan, contained in

the document is well articulated. The TE finds that the gender mainstreaming component of the Drin Project is well developed and feasible.

3.1.7. Social and Environmental Safeguards

UNDP Social and Environmental Safeguards screening has not identified environmental and social risks as a result of the implementation of the project.

3.2. Project Implementation

This section discusses the assessment of how the project has been implemented. It assessed how efficient the management of the project was and how conducive it was to contribute to a successful project.

3.2.1. Adaptive management

The project has been well managed and the project implementation and execution teams followed UNDP procedures for the implementation of the project and used adaptive management extensively to secure project deliverables while maintaining adherence to the overall project design. The TE finds that project achievements are aligned with the project document that was endorsed by stakeholders. The SRF included in the ProDoc was revised in its Ad hoc meeting on 30 March 2016 and 2nd meeting on 13 June 2016 (changes proposed by countries), and its 8th meeting on 31 May 2019 (changes proposed by the MTR) has been used as a strict guidance to implement the project. An efficient execution team has been in place, detailed work plans have been guiding the implementation, assignments were conducted with the required participation of relevant stakeholders, progress of the project was well monitored by the Drin Core Group (DCG), which acted as the Project Steering Committee (PSC). The project was implemented following a logical implementation process. Each initiative proposed by the project and supported by the Project Board (PSC) was conducted following well-defined terms of reference.

One example of good adaptive management was used when the no-cost extension was proposed by the MTR. Immediately after the MTR report was adopted, the management response was prepared and subsequently, within a short period of time, the PB approved the extension for one year (until February 2021). Similarly, an additional six-months extension was granted because of the COVID-19. The Project team quickly adapted to the changing situation and adapted the project work plan to the new circumstances. It is also important to mention that, with the SAP document and SAP endorsement declaration ready one year before the end of the project, an on-line meeting for the signing of the SAP endorsement at Ministerial / high level was organized, being thus the first high-level online meeting of any project in the GEF International Waters (IW) portfolio.

The changes to the budget were minimal. One illustrative example is the change related to the Shared Vision, whose development was initially planned to be financed by the project. However, since the Shared Vision contained in the 2011 Drin MoU was consistent with the findings of the TDA, there was no need to develop a new one, and the earlier one was to be followed. The funds earmarked for that purpose were redirected to finance the SAP Financing Study and development of additional 4 project proposals. Similarly, a list of pilot projects, initially included in the ProDoc, was changed when the DCG asked for it. Finally, the inclusion of Kosovo in the Drin Project's implementation, one year after the FSP started and when MSP was approved, was carried efficiently.

COVID-19 created a significant challenge to the project's implementation process. The PCU addressed the challenge quite efficiently and quickly made necessary changes to secure smooth implementation of the project. The face-to-face meetings were replaced by the online meetings, and the pace of online consultations came back to normal very quickly.

Overall, the use of adaptive management is best demonstrated with the review contained in the Project Implementation Reports (PIRs). These reports (except the last, 2021 PIR, where the adjustments would be irrelevant since the project is closing down) include Section *F. Adjustments* which is annually a discussion to report the adjustments made during the past year to the implementation of the project to adapt to changing circumstances. The first PIR (2017) did not report any adjustments, but the 2018 PIR reported that due to a delay to start the project, caused by the political crises and snap elections in some of the countries that resulted in government reshuffles, the MTR should be postponed to 2019. Subsequent PIRs have recorded no adjustments implemented.

In conclusion, the TE finds that this project implementation team used adaptive management extensively as a management approach to adapt to new situations, in particular to adapt to the changing situation caused by COVID-19.

3.2.2. Actual stakeholder participation and partnership arrangement

The Drin Project's Component 5 is entirely devoted to stakeholder involvement and gender mainstreaming, which shows a high level of significance that the project has assigned to these two issues. Strategically, the project's aim was to "...act within the context described in the Strategy section; a context where the principles of stakeholder involvement, while fully recognized by the national laws, are not yet adequately translated into daily practice and at all levels...(and) will strive to set an example and raise the standard of stakeholder involvement practice in water and natural resources management, which is considered an essential element of the success of the project itself." (excerpt from the ProDoc). The Stakeholder Analysis and Stakeholder Involvement Strategy, as requested in the ProDoc, were approved by the (DCG) PB in March 2017. The Stakeholders Analysis was the basis for the development of the Stakeholders Involvement Strategy as well as the information and communication strategy. It also looked in depth into the perceptions of the stakeholders regarding the transboundary management issues. A Stakeholders Involvement Strategy was prepared as part of the Stakeholders Analysis. It has been implemented with most of the actions been running horizontally through the project components.

It has to be mentioned here that the Drin Project is largely dependent on the active involvement of the national and international stakeholders. It started with the Shared Vision for the management of the Drin River Basin, as the objective of the Drin Memorandum of Understanding (MoU), was itself the outcome of the Drin Dialogue, a multi-stakeholder process comprising a number of consultations. One of the main tasks of the Drin Core Group was to ensure the active engagement of the stakeholders in the process for the management of the Drin Basin.

The project was quite successful in establishing an engaging stakeholder involvement process. Drin Multi-stakeholder Conferences were organized annually (six in total) and each one was attended by 100 plus stakeholder representatives from all participating countries of the region as well as international partners. The Drin Core Group itself, which was acting as the Project Steering Committee/Project Board, was meeting between 2 and 5 times a year (19 in total). Such frequency was way above the standard pace of GEF project's steering committee meetings. In these meeting, major national stakeholders were actively participating.

Partnership agreements were agreed with 2 international organisations (UNECE and IHP-UNESCO), and extensive cooperation established with 1 bilateral organisation (The Drin Project also worked in synergy GIZ) and 2 major national establishments (KESH -Albania and ELEM-North Macedonia). The Drin Project also worked in synergy with SIDA and KfW.

Overall, the project team developed very good collaboration with a multitude of stakeholders at national level, which was confirmed in all interviews that TE Consultant had with national stakeholders. In addition, the project team very well managed the obstacles and challenges that emerged after the COVID-19 crisis started, and the transition to new, virtual, modes of interaction between stakeholders was carried out efficiently. Partnerships have been very valuable for implementing project activities and contributed to a good national ownership of these activities as well as achievements. It will certainly contribute to the long-term sustainability of project achievements.

As discussed in section 3.1.6., gender equality aspects of the project were considered and discussed both at CEO Endorsement Request stage, and in the ProDoc. The MTR concluded that a Gender Mainstreaming Strategy was developed and implemented, and noted that at project consultation meetings held in each country more than 37% of participants were women. The above strategy contains Gender Results Framework and a Gender Action Plan, which list in considerable detail every output where the gender issues have to be mainstreamed.

The Evaluator also noted that gender mainstreaming was reported in each PIR. The 2017 PIR reported on the development of the Gender Mainstreaming Strategy and the impact that the project can make, albeit indirectly, on the better representation of women in the implementation of the Drin Project, and that a special session was dedicated to gender mainstreaming considerations during the stakeholders' conference, held in Pristina on 14 December 2016. The 2018 PIR reported, among other, that a training Course entitled "Empower the institutions and the stakeholders to mainstream Gender issues in the management of the Drin Basin" was organized in Skopje, on 13-14 June 2017. The PIR 2021 reported that Drin Day and other activities in all riparian countries promoted participation of women NGOs in implementation of activities related to recycling, ecotourism, etc.

The TE review of how gender mainstreaming was integrated in the implementation of the project reveals that the implementation team skilfully managed a gender mainstreaming agenda through activities supported by the project but also ensuring that women were well represented in the project decision making process with 30% of women sitting on the PB.

3.2.3. Project finance and co-finance

No financial audit has been conducted as part of this evaluation and the financial summaries reviewed were provided by the UNDP – Country Office in Albania. However, the MTR states that a full financial audit for FSP was conducted by KPMG in March 2018. Another financial audit was carried out by BDP in December 2019, and a GWP-UNDP Spot-Check carried out by BDO in December 2020. For MSP, the financial audit was carried out by BDO in December 2019. None of the above audits found major issues, and those that have been spotted were efficiently dealt with by the implementing agency and executing partner

Financial records were consolidated into the UNDP-ATLAS system as the accounting and financial system for all UNDP projects. Then, based on the financial information input, the financial reports were produced on a quarterly basis, for FSP and MSP separately, showing financial information broken down by line items such as consultant fees, travel tickets, printing and publications, utilities, etc. and presented by project components and outputs.

The financial planning and management for both projects (FSP and MSP) has been carried out according to the UNDP rules. The total amount allocated for both projects (grant and co-financing) is US\$235,179,092. The GEF grant amounts to US\$5,500,000 (FSP – US\$4,500,000; MSP – US\$1,000,000), while US\$229,679,092 of the co-financing were confirmed by the sources to have been provided at the TE stage. The co-financing sources included the following: the participating governments (US\$1,260,000 in kind), UNDP (US\$5,364,221 in cash and in kind), World Bank (US\$42,000,000 in loans); SIDA – Albania office (US\$6,800,000 in kind); SIDA - Kosovo office (US\$7,211,027 in kind); EU IPA pre-accession funds (US\$2,700,000 in kind); KfW (US\$123,578,000 in loans and in kind); Swiss Cooperation (US\$33,000,000 in kind); GIZ (US\$6,790,000 in kind); JICA (US\$332,344 in kind); UNECE (US\$130,000 in kind); GWP (US\$213,500 in kind); and ADA (US\$300,000 in kind). The resulting ratio between grant and co-financing is roughly 1:42 (for one dollar of the grant 42 dollars of co-financing were provided), which is extremely high by GEF standards.

The review of financial records, as recorded in the UNDP Atlas system, indicates that, by the end of July 2021, USD 4,369,192 have been expended by the FSP, which is 97.1% of the entire GEF grant (USD 4.5M). The 2021 PIR states that by 30 June 2021, the total of US\$4,277,801 was spent making it around 95% of the total FSP GEF grant, which is very close to previous figure and the difference is probably due to the accounting process only. As of 30 July, 2021, when the project is closing down, it is expected that 100% of the FSP GEF grant will be expended. Within the MSP project, US\$979,242 (98.0%) has been spent until now. It is expected that 100% of the MSP GEF grant will be spent when the project will be closed. The breakdown of project expenditures per year is presented in the table 3 (FSP) and table 4 (MSP) below.

Table 3: FSP PIMS 4482 - Planned and actual expenditure table in US\$ (only GEF grant)

Planned in ProDoc			Actual expenditures		
Year	Planned budget	% of the total	Year	Amount spent	% of the total per ProDoc
1	1,192,200	26.5	2016	549,256	46.1
2	1,126,200	25.0	2017	836,972	74.3
3	1,112,210	24.7	2018	841,188	75.6
4	1,069,390	23.8	2019	891,845	83.4
5			2020	770,143	
6			2021	479,788	
Total	4,500,000	100.00		4,369,192	97.1
Balance				130,808	2.9

Table 4: MSP GEF PIMS 5510 - Planned and actual expenditure table in US\$ (only GEF grant)

Planned in ProDoc			Actual expenditures		
Year	Planned budget	% of the total	Year	Amount spent	% of the total per ProDoc
1	261,817	26.2	2016	95,242	36.4
2	247,177	24.7	2017	202,112	81.8
3	251,118	25.1	2018	250,517	99.8
4	239,888	24.0	2019	144,722	60.3
5			2020	149,104	
6			2021	138,245	

Total	1,000,000	100.0		979,242	98.0
Balance				20,058	2.0

In the tables above, one should note that Year 1 of the project is 2016, even if some minor expenditures were made in 2015. However, for the sake of simplicity, those funds were added to 2016, because the effective start of the project is considered to be June 2016. Consequently, the tables show that the project has had a relatively slow start regarding the expenditures, in particular in 2016. This fact was also mentioned in the MTR. The rate of expenditure has been steadily rising since 2016. The effective implementation of the project was extended in 2020 and 2021 (years 5 and 6), first after the PB approved the extension of the project for one year, upon recommendation of the MTR, and then after the project was awarded additional 6-month extension due to the COVID-16. Both extensions were “no cost” ones, and the additional time was effectively used to complete all the planned project activities as well as fully spend practically both GEF grants.

As mentioned above, the total level of co-financing for FSP and MSP, confirmed at the TE stage was US\$229,679,092. The full list of confirmed co-financing sources and respective amounts is given in Annex 8. Out of the total co-financing, US\$3,130,000 is recurrent expenditure (13.6%) and US\$ 226,549,092 is in investment mobilised (86.4%), which is a very good ratio.

As mentioned in the MTR, accounting for co-financing has been difficult to obtain. The PIRs have not been reporting on the annual provision of co-financing by partners and donors. The respective financing section in all the PIRs reported only on the rate of disbursement of the GEF funds, mentioned the total amount of co-financing (for FSP only!), but no information was given on the current state of the co-financing provision. The importance of correct accounting for co-financing cannot be emphasised enough as it is one of the basic requirements for GEF to grant funding and this is certainly an area to be improved in the future projects.

3.2.4. Monitoring and evaluation

The monitoring and evaluation (M&E) framework in the ProDoc provide details of M&E plans that include an Inception Workshop and report; quarterly and annual reporting; and mid-term and end of project evaluation requirements. The frameworks also provide for learning and knowledge sharing and requirements for communications and visibility. Tables of responsible parties, budget and timeframes for M&E activities are provided in the ProDoc. The M&E framework is consistent with GEF Monitoring and Evaluation policy and has formed the basis for tracking progress towards achieving objectives. The roles and responsibilities are well articulated and the budget allocated was sufficient to cover the requirements of the M&E plans.

A summary of operating modalities of the M&E plan is as follows:

- A set of 12 performance indicators with their respective baselines and targets by the end of the project were identified and documented in the SRF. They have been used to monitor the performance of the project at the objective and outcomes level and this information has been reported in PIRs. The number of indicators is considered as optimal with regards to the number of outcomes (7).
- An Inception Workshop was planned to assist all partners to fully understand and take ownership of the project and review the entire project strategy including its monitoring and evaluation. This workshop was held on 16 December 2015 in Tirana, Albania. No changes were made to the project implementation strategy at this workshop, including the SRF. It was announced that there are two GEF projects (FSP and MSP) and that from that point forward they would be referred to as the GEF Drin Project, as both are fully aligned in contents, aims and objectives. An inception

workshop report, referred to as the 1st SC Meeting Report was prepared to summarize the inception phase of the project, including the discussions held at the workshop.

- Annual Project Reviews / Project Implementation Reviews (APR/PIRs) have included a review of the development objective, measuring the cumulative progress made - using the performance indicators - to achieve the overall expected objective and outcomes; and a review of the implementation measuring the progress made during the past year. PIRs follow the GEF annual cycle of July 1st to June 30th for each year. Five PIRs were produced by the project: 2017, 2018, 2019, 2020 and 2021. All PIRs have provided an integrated review of implementation performance for both projects.
- Funding Authorization and Certificate of Expenditures (FACE) are simplified and harmonized quarterly financial reports, which were issued every quarter since 2nd quarter of 2015. They allow for easy monitoring of planned and authorized as well as requested disbursement per project component and output.
- Mid-term Review was to review the progress made by the project against the expected results and identify recommendations for adaptive management as needed. The MTR was conducted in January-April 2019.
- Terminal Evaluation (this report) is focusing on the delivery of the project's results as initially planned, on impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals and provides recommendations for follow-up activities.

The ratings given in five PIRs for both cumulative progress in achieving the development objectives and the implementation progress have been Satisfactory during the most of the implementation period (2017-2020) and Highly Satisfactory in last PIR (2021). The project implementation prepared the GEF IW Tracking Tool prior to the start of the TE implementation. The data on indicators were gathered in a systematic manner.

The TE finds that the M&E design at entry, as presented in the ProDoc is rated as **Satisfactory (S)**. Monitoring and Evaluation implementation is rated as **Highly Satisfactory (HS)**. Progress in achieving targets for each indicator has been well elaborated in every PIR, and cumulative progress was very easy to follow. Overall, quality of M&E is rated as **Highly Satisfactory (HS)**.

3.2.5. UNDP implementation/oversight

The contributions of UNDP as the GEF Implementing Agency in implementing the project was satisfactory; particularly when considering the critical changes and events that occurred during the implementation of this project (some political turmoil in the participating countries, and the crisis caused by COVID-19). It supported the implementation of the project in its respective area of responsibility and provided good support to the implementation team to ensure an efficient use of GEF resources and an effective implementation of the project. UNDP provided the required guidance to apply UNDP project management procedures such as procurement, hiring and contracting as well as financial management and guidance for reporting project progress. UNDP backstopped the project with its own resources and supported the project management team throughout the implementation, including the participation in the decision-making process for implementing the project during the PB meetings. It was responsive to the implementation problems caused by COVID-19. The UNDP implementation/oversight is rated as **Highly Satisfactory (HS)**.

GWP Med, as Implementing Partner, managed the project effectively and administered day-to-day activities appropriately. As elaborated in PIRs, it was focused on timely implementation of project's outputs. Its role was particularly pronounced during the COVID-19 crisis, when the communication with project partners was quickly established through online means. The GWP Med persisted in

keeping the pace of PB meetings regular as well as organised successful stakeholders' conference every year. These events kept the awareness of the project at a high level among national stakeholders. The Implementing Partner Execution of the project is rated as **Highly Satisfactory (HS)**.

3.2.6. Risk Management

The ProDoc identified only two risks that might have threatened the implementation of the project: lack of sustained political support (impact high but probability very low) and climate change (medium probability but low impact). It also proposed a number of mitigation measures. None of the above risks has been materialised during the project's implementation. However, COVID-19 was a new risk with no indication for it given in the ProDoc. That risk was identified early and adequately reported in 2020 and 2021 PIRs. For COVID-19, the Risk Register was updated and appropriate measures were taken to mitigate the risk. In addition, three risks were identified during the project lifetime and included in the UNDP Atlas Risk Register. Post-earthquake situation in Albania followed by COVID -19 pandemic instilled an extension of the emergency situation up to 23 June 2020 in Albania. That risk might have had an impact on stakeholders' engagement, lower responsiveness and input and, result in delays and lower quality of deliverables. It was rated as medium/moderate. Risk caused by changes in the government as a result of elections in the Drin Basin countries, which could consequently affect the performance of the DCG, was rated as low. And finally, the representatives of the countries in the Drin Core Group and the Steering Committee being a lower-level staff of the Ministries, which might have brought inadequate performance of the DCH, was rated as low.

All mitigation measures for the above risks were elaborated in considerable detail in the 2020 and 2021 PIRs. Due to COVID-19, the project was extended for six months (in addition to one-year extension, approved in May 2019). The PB had the first virtual meeting, following the COPVID-19 crisis, in May 2020, while at the meeting in July 2020, the PB extensively discussed the new situation as well as actions to be taken to mitigate the crisis and install new modalities of work and communication. Since then, the PB was regularly kept informed on the impacts on the project and mitigation of the COVID-19 crisis.

The Environmental and Social Standards Screening (ESSP)⁶ template was filled and signed in December 2012. It identified that some of the proposed project activities that support upstream processes may potentially pose environmental and social impacts or are vulnerable to environmental and social change. The ESSP stated that the activities described in the Project Document aim to address downstream effects of upstream activities hence create downstream benefits and that there will be no negative downstream effects expected as a result of the Project activities. The preparation of the SAP will aim to address the issues that have downstream effects as described in the background analysis (Project Document, section 1 "The Issues of concern"). This is also the case with regard to the demonstration activities currently included in the Project Document. It also acknowledged though that the preparation of regional strategic documents (such as a SAP) and plans (such as the demonstration activity leading to the preparation of the Ohrid management plan) may involve minor unintended negative environmental and social effects that will be analysed and addressed as part of the SAP preparation process, and of the Ohrid management plan. In the aggregate however, the SAP, demonstrations and related activities will, by definition, seek to put in place a range of governance, management and other mechanisms that will improve the overall environmental management and sustainability of the extended Drin basin system.

The ESSP proposed that "The involvement of the Drin Core Group and its Expert Working Groups in the implementation of the Project will function as a safeguards mechanism as all basin countries will

⁶ ESSP, December 2012

be monitoring all activities and planning processes through their representatives and experts. Project staff and UNDP supervisors will facilitate this process.”

The ESSP identified the following challenges to achieving the project results:

- Development of functional Integrated Monitoring System (IMS)
- SAP development and implementation
- Challenge of working in the region
- Establishing inter-ministerial committees
- Funding for Kosovo to be able to be more parallel to its neighbours
- Involving energy and power producers in the Drin process.

The TE finds that all of these challenges have been addressed and that project has proceeded towards the satisfactory completion of its tasks.

3.3. Project results and impacts

This section discusses the assessment of project results, what are the remaining barriers limiting the effectiveness of the project, how efficient was the project to deliver its expected results, and how sustainable and replicable these achievements will be over the long-term.

3.3.1. Progress towards objective and expected outcomes

As presented in Sections 2.5, the project has been implemented through seven (7) outcomes. The implementation progress is measured through a set of 12 indicators, each one with its respective target to be achieved by the end of the project. Below is a table listing key results achieved by the project against each expected outcome, using the corresponding targets to measure the progress made. Additionally, a colour “traffic light system” code was used to represent the level of progress achieved by the project.

Table 5: Achievement of objectives and outcomes at Terminal Evaluation stage

Achieved at TE		On target to be achieved by end of project		Not on target to be achieved by end of project	
Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
Project Objective To foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar)	NA	There was agreement on a Shared Vision in 2011 MoU, however, there has been no concerted basin action to address numerous problems including flooding, nutrient loading, sedimentation, solid waste management, amongst others.	Described in outcome achievements		The Objective of the project is achieved by advancing the joint management of the Drin Basin and greatly contributed to effective stakeholders' engagement. A number of catalytic results provide additional evidence for the success of the project.
Component 1: Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability, reached through joint fact finding					
Outcome 1 Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability, reached through joint fact finding	1. The Transboundary Diagnostic Analysis of the Extended Drin River Basin, consistent with the projects in accordance with the WFD in sub- basins, and identifying main issues of transboundary concern and drivers of change, is completed and approved by countries	Project countries have pursued the management of the shared water resources of the Drin River Basin, both surface and groundwater, predominantly from a national perspective. Countries are at different levels with regard to the EU accession, and implementation of the WFD including the preparation of RBM plans; when RBM plans are being prepared, this is not done in coordination with neighbouring countries.	Approval of TDA by the Drin Core Group.		The TDA is developed in accordance with the EU WFD, approved by the DCG. A layout was prepared and the document was printed. The summary TDA including the causal chain analysis is translated in the languages of the Drin riparian countries. The analytical background is provided by six TDA Thematic Reports developed using extensive information and data-series, either collected by the national institutions or developed through the project via (the first-ever) 3 monitoring expeditions at Drin Basin level and analysis of samples for the determination of the level of parameters listed in the WFD for the assessment of the environmental status of the basin. The TDA led to the identification of the transboundary issues and its causes and

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
		Bilateral and multi-lateral agreements concerning lake sub- basins are in place (Ohrid, Prespa, Skadar), but coordination, recognition of transboundary issues at Drin basin level and overall IWRM approach are lacking.			provided the basis for the development of the Strategic Action Plan. Environmental Status Indicators and Stress Reduction Indicators were developed as part of the SAP implementation indicators (see Outcome 2).
	2. Information management system containing data gathered through the TDA is established	Information and data related to the management of Drin Basin are dispersed among countries and institutions.	Establishment of an Information Management System (IMS) that will enable the DCG, and country users to collect, store, and share data and information in a consistent way		The IMS is developed and contains all information and data collected for the preparation of the TDA and its thematic reports. Its architecture and structure enable the DCG, and users from the institutions to collect, store, and share data and information in a consistent way.
Component 2: Building the foundation for multi-country cooperation					
Outcome 2 Visioning process opens the way for systematic cooperation in the management of the transboundary Drin River Basin	1. The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA	Countries adopting fragmented approach to water resources utilization and environmental protection with little consideration of transboundary implications and freshwater ecosystems sustainability. A Shared Vision for the management of the Drin Basin has been developed through a multi-stakeholder process and adopted by the Drin riparian countries as part of the Drin MoU.	Expert opinion that the Shared Vision is consistent with the findings of the TDA.		There has been an expert opinion that the Shared Vision is consistent with the findings of the TDA. As a result, the Shared Vision contained in the 2011 Drin MoU became part of the Drin SAP endorsed by the DCG and the countries at Ministerial level. Following a decision of the 17th DCG meeting (Pristina, 30-31 May 2019), after a recommendation made by the PCU, technical assistance is enabled for the development of the following: (i) study on options and a feasibility study for the enhancement of the legal and institutional arrangements for the management of the basin at a transboundary level; (ii) a legal text to be negotiated by the Riparians to form an international agreement for the management of the basin. Both outputs have been produced.
	2. A Strategic Action Program (SAP with 5-year time horizon) consistent with the 2011 Shared Vision	Lack of an overarching basin-wide science-based framework for the implementation of the medium- and long-term	SAP formulated and endorsed by the Drin Core Group and adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting – see Outcome 4.3).		The SAP was endorsed by the DCG on 18/11/2019 through its 4th and 5th ad-hoc web-based meetings. A layout was prepared, and the document was printed.

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
	and the Drin MoU, is approved by the DCG. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities.	priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.			The SAP endorsement was signed by Ministers and High-level representatives during a web-based ceremony on 24/4/2020. The ceremony was addressed by UNDP CO RRs, the GEF IW focal area Coordinator and the UNECE Director of Environment division. SAP implementation indicators, including Environmental Status Indicators, Stress Reduction Indicators and Process Indicators were developed through a separate study. A study to assess the cost of the SAP implementation was developed along with four project documents on issues of priority indicated by the Drin Riparians.
Outcome 3 Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments	1. Partnership Conference, aimed at raising awareness and interest of the international community and ODA providers on sustaining countries commitment to SAP implementation	Donor interest in the region, technical assistance and investments do not respond to a strategic vision to address transboundary issues in the Drin Basin and sub-basins in an integrated manner	Partnership Conference held		The COVID-19 pandemic resulted in readjustments in the planning. It was held on-line on 9/7/2021. The representatives of the Drin Riparians committed to the continuation of joint action and to work to establish a Joint Commission for the management of the Basin. The Conference welcomed the idea of closer coordination among the Drin Riparians, the international community and the ODA providers on actions for the implementation of the SAP; to this end the representatives of the Drin Riparians declared their intention to organize an annual coordination meeting between the DCG and the ODA providers.
Component 3: Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments					
Outcome 4 The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will	1. The three Drin Core Group (DCG) Expert Working Groups (EWG) become fully operational making it possible for the DCG to assume the full	Institutional structure: Meeting of Parties exists, DCG exists with annual meetings, EWG are identified, but are not established.	The DCG Expert Working Groups become operational in assisting the DCG to assume the full range of responsibilities stemming from the Drin MoU		The Drin Core Group (DCG) and three Expert Working Groups (EWG) are fully operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and act as a (de facto) Joint Commission. The DCG had 19 meetings in the course of the Project, instead of the 5 meetings necessary (as

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin	range of responsibilities stemming from the Drin MoU and act as a Joint Commission				per project document) to supervise/steer the implementation of the Project. The EWGs had 12 meetings in the course of the project.
	2. Inter-ministerial Committees are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG	No functioning inter- sectoral dialogue at the national level.	The Inter- Ministerial Committees (IMC) are established and/or functional inter-sectoral dialogue at the national level is conducted		<ul style="list-style-type: none"> In Albania the inter-ministerial Thematic Group for “Water Resources”, that has been established at national level to facilitate cooperation with development partners, served as the IMC for the Project. In North Macedonia there has been a decision for the National Council for Sustainable Development that convenes at the level of ministers, to serve as an IMC for the country. In Montenegro the national Council for Sustainable Development acted as the IMC. In Kosovo the IMC established has the same function as the National Water Council in terms of participating ministries. <p>While the above bodies are facilitating intersectoral dialogue, all of them may be considered as “proxies”, which may still lack some decision-making power.</p>
	3. A Strategic Action Program (SAP with horizon 5 years) is adopted by the countries.	Lack of an overarching basin-wide science-based framework for the implementation of the medium and long-term priority actions in view of achieving the overall aims and objectives of the Drin MoU	SAP adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting).		The SAP endorsement was signed by Ministers and High-level representatives on 24 April 2020.
	4. DCG members, DCG working group members, water and land managers, policy makers and other practitioners are trained in surface/ groundwater		Full and successful participation of all DCG members and expert groups, and of qualified representatives of land-water managers and practitioners in training activities.		During the course of the project, there were 17 Capacity Building events in which DCG and EWG members, and qualified representatives of land-water managers and practitioners participated. There were also 2 study visits organized; in the first, the DCG members visited the International Sava River Basin Commission and the

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
	management, IWRM, implementation of international policy instruments (WFD, UNECE Water Convention), and other relevant disciplines and technologies				International Commission for the Protection of Danube River ,and in the second the Mekong River Commission. The recordings of the capacity building events that were held on-line are, along with the corresponding material, in the project's website constituting asynchronous capacity building.
Component 4: Demonstration of technologies and practices for IWRM and ecosystem management					
Outcome 5 Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region	<p>1. Program of Pilot Demonstrations, responding to the Drin MoU approved by countries during inception period is implemented resulting in:</p> <ul style="list-style-type: none"> • Management Plan for Ohrid Lake is prepared; • Integrated modelling tool is developed assisting in: appropriate quality for treated effluents and appropriate wastewater management solution for Shkodra city in Albania to be determined. • Facility, equipment and scheme for production of fuel- 	<p>Regional experience so far does not include testing of IWRM in a large basin, coping measures for climate variability and change, nutrient management, amongst others.</p> <p>No Basin Management Plan; the preparation, in accordance to the WFD, of a basin management plan for a shared water body is not tested in the Drin Basin.</p> <p>Shkodra city is a pollution hotspot affecting areas of paramount ecological importance.</p>	<p>Program fully implemented by the end of the project.</p> <p>The Ohrid Basin Management Plan is prepared and the WFD approach for the preparation of a management plan in a Drin's transboundary sub-basin is tested.</p> <p>Scientific sound and cost-effective solutions to address unsustainable wastewater management are identified; the tool used in this regard can be used in other ecologically sensitive areas facing similar pollution issues.</p>		<ul style="list-style-type: none"> • Lake Ohrid Management Plan is developed in full accordance with the EU WFD (2000/60/EC) and the pertinent national legislation of Albania and North Macedonia. Three -transboundary level- monitoring expeditions and analysis of samples for the determination of the level of parameters listed in the WFD for the assessment of the environmental status of the basin, were done for the first time ever and used for the development of the plan. The plan is approved by the DCG as well as by North Macedonia and Albania. The activity contributed to the re-establishment of the Lake Ohrid Watershed Management Committee. • Wastewater integrated modelling tool is developed and was tested for the Shkodra city. The tool was used to assess the applicability of different technologies and develop related recommendations with regard to the management of wastewater for the Shkodra city. Related management options were presented to the Shkodra Municipality and stakeholders from the region during a web-based event organized on 1 July 2020. The modelling tool was finalized based on the remarks provided during the meeting. A training on the use of the tool was organized on 11-12 November 2020. The tool is available

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
	<p>briquettes from Skadar Lake macrophytes biomass are established as means for the reduction of nutrient load in Shkoder/Skadar lake.</p> <ul style="list-style-type: none"> • Ad hoc Flood Expert Working Group is established and Catchment Flood Risk Management Plan is prepared including emergency operation rules for dams. • A joint monitoring network in Skadar/ Shkoder and Buna/Bojana sub-basins is developed and tested • A wastewater treatment plant is constructed in Kramovic, Kosovo, and in operation. 	<p>Nutrients enter the Shkoder/Skadar lake through its tributary, Moraca. Deforestation takes place in the Montenegrin part and collected wood is used for heating purposes.</p> <p>Floods have been having detrimental effects across the Drin Basin. The issue can't be dealt with effectively with unilateral action. Related instruments/approaches and cooperation among Drin Riparians is necessary but absent.</p> <p>Monitoring systems in Drin riparian countries are not harmonized undermining cooperation for the management of the transboundary Drin's sub-basins.</p>	<p>A solution for the removal of nutrients loads from the lake and the reduction of pressure on forests is tested.</p> <p>Facilitated cooperation among Drin riparian countries for the management of flood risk implementing approaches new to the area.</p> <p>Transboundary monitoring network is tested capacitating Drin riparian countries to replicate this to the rest of the Drin sub-basins</p> <p>The wastewater treatment plant is constructed and operates.</p>		<p>for use by the institutions in the Drin riparian countries for determining the appropriate wastewater management solutions in other ecologically sensitive areas in the Drin Basin.</p> <ul style="list-style-type: none"> • The pilot activity on reduction of nutrient load and forest preservation through biomass collection and production of fuel briquettes in the Montenegrin part of Skadar Lake is concluded. The equipment will be used by the National Park Skadar in Montenegro for the production of pellets by using/removing excessive -as a result of excessive nutrients input- biomass from the lake's system as means for the reduction of nutrient load in Shkoder/Skadar lake. • Cooperation on Flood Risk Management in the Drin Basin resulted in the establishment of EWG on Floods, and Testing feasibility of flood micro-insurance in the Shkoder/Skadar Lake area, and Struga areas in Drin Basin. • A transboundary monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro is developed and tested, capacitating Drin Riparians to replicate this in the rest of the Drin's sub-basins. Training modules for the experts of both countries were prepared and a training was organized. UNESCO purchased -using own resources- equipped wells -one existing in Montenegro and one newly drilled in Albania- with newly acquired instrumentation and tested this in cooperation with the Geological Surveys of Albania and Montenegro. • The wastewater treatment plant using the "constructed wetlands" technology is operating in the village of Kramovic in Kosovo.
Component 5: Stakeholder involvement, gender mainstreaming and communication					

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
Outcome 6: Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming	1. Stakeholder Involvement and Gender Mainstreaming Strategy is defined and adopted by Drin Core Group.	Level of public participation in decision-making is unclear in all countries, with efforts being made to introduce/implement legislation leading to increased stakeholder involvement and public participation. Gender issues not yet considered.	Drin Core Group approval of Stakeholder Involvement and Gender Mainstreaming Strategies		<ul style="list-style-type: none"> • Drin Core Group approval of Stakeholder Involvement and Gender Mainstreaming Strategies. Stakeholders were extensively engaged for the needs of the development of the Stakeholders analysis and the Transboundary Diagnostic Analysis in the beginning of the project. • A full-fledged consultation process on the Causal Chain Analysis validation and the SAP development included six focus groups meetings, in all Riparians that are beneficiary to the project, involving 173 representatives of stakeholders. Meetings with responsible institutions including municipalities and consultations with stakeholders were organized as part of the implementation of the demonstration activities. • Six Annual Stakeholders Conference at transboundary level were organized. • The activities for the celebration of the Drin Day (5 May) were organized in the period 2016-2021 by NGOs (6-8 each year) that were given grants for this reason on the basis of a competitive process. Each year the celebrations focused on an issue of priority for the Basin (e.g. solid waste, floods, plastic, pollution etc.). The events enjoyed wide media coverage. Each year, more than 500 people, in total, participated in areas spreading across the Drin sub-basins and Riparians from Lakes Prespa and Ohrid to the coast of the Adriatic. The number of persons that the information reached out to, is much higher reaching to tenths of thousands. • A Gender Mainstreaming Strategy is prepared and implemented. The draft Strategy was presented in and approved by the 12th DCG/

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
					3rd PSC meeting (Pristina, 15 December 2016).
Outcome 7: Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives	1. Information, Communication and Outreach Strategy is prepared and implemented.	Public awareness of natural resource sustainability issues and of water governance and management is generally scarce	Communication activities support the preparation and adoption of the TDA and the SAP. All the project's main events, findings and achievements recorded and disseminated through media events and ICT. Project's active participation to IW LEARN activities and events using at least 1% of GEF grant.		<ul style="list-style-type: none"> • The Information, Communication and Outreach Strategy was prepared in June 2016 to guide related activities. • Communication activities were implemented throughout the duration of the project allowing awareness raising among stakeholders, as well as the strategic communication of information to key stakeholders. The PCU members used all possible opportunities to raise awareness and communicate about the Drin CORDA and the Project. The bilateral meetings with national and international institutions and stakeholders were used in this regard. The Project brochure, Information Note (electronic form and hard copies) were the key basic materials used. • Face to face meetings of the Secretariat/PCU with the political leadership of the Ministries of the Drin Riparians, the Prime Minister's Cabinets, academia, research institutes, electricity companies offered the opportunity for first-hand provision of information that was tailored to each of these stakeholders; this was key for both succeeding the goals of the Drin MoU and the project, and most importantly, create the conditions for sustaining these. • During the COVID-19 pandemic, almost all communication activities have been implemented online. • Online events and their communication have been designed meticulously, to accommodate the needs of the Project. The most successful event of the project and its biggest communication success was the

Objective/Outcome	Indicator	Baseline	Targets End of Project	TE Assessment	Justification
					<p>ceremony of the SAP signing on 24 April 2020. Characteristically, both in 2020 and in 2021 at the one-year celebration from the SAP signing, the tweets on GWP-Med Twitter account reached nearly 30,000 impressions.</p> <ul style="list-style-type: none"> • Throughout the implementation of the project, the Drin CORDA's website and Facebook page as well as the GWP-Med webpage, Twitter, Facebook and LinkedIn have been regularly updated with news items, photos, videos and visuals related to the project. • Press releases were written, news items distributed and journalists briefed. • Published materials were produced and distributed. • Four films were created. Scripts have been translated into Albanian, Macedonian and Montenegrin. • Four animated videos, featuring the "Drin Animated Story" have been produced explaining the four key transboundary issues identified by the TDA. All videos were translated in Albanian, Macedonian and Montenegrin.

The review of Drin Project's (both FSP and MSP) achievements indicates that the project has delivered practically all of its outputs and achieved all of its end-of-project targets. As discussed in Section 3.2.1 the project used adaptive management extensively to provide flexibility in the project's approach working with partners and related government institutions and adapting to changing conditions, and in particular in adapting to impacts of COVID-19. In addition, the project had to adapt to several political disturbances caused by snap elections in some countries, as well as the impacts caused by the Albania earthquake in November 2019. The project is a clear response to national needs experiencing very good engagement and participation of stakeholders in project activities; hence the project created a good national ownership.

The project delivered three sets of results. Under Outcomes 1, 2, 3 and 4 the project created a **strategic framework** with countries agreeing on a long-term vision of the Drin River Basin, and with approved TDA and SAP delivering instruments for a long-term transboundary management based on consensual management. Also, it contributed to transboundary institutional strengthening by empowering the DCG and its EWGs. Project significantly contributed to institutional strengthening for IWRM in the Drin riparian countries, an indispensable prerequisite for sustainable implementation of the Shared Vision and the associated strategy.

Under Outcome 5, the project delivered **tangible results** aimed at demonstrating how the strategic vision could be implemented "on-the-ground". A series of pilot projects in all participating countries has shown how critical issues could be dealt with, and indicated a strong replicating potential of the Drin Project.

Outcomes 6 and 7 helped its stakeholders to build the **ownership of the project**, without which the long-term transboundary management of the Drin River Basin would not be sustainable. All evidence shows that the project's increased visibility achieved through numerous outreach activities has created solid awareness of and support from all government levels and the civil society as well as the private sector.

In addition to the above, the Drin Project delivered a number of additional results that have not been originally envisaged in the ProDoc. They could be used as overarching indicators for the achievement of the overall project objective, but also enhancing the overall results associated with the Outcomes 1, 2, 3, 4, 6 and 7. The following additional results are the most important:

- The Drin Riparians requested during the 17th DCG meeting (Pristina 30-31 May 2019), the upscaling of transboundary cooperation with the establishment of a Drin Commission through an International Agreement;
- The feasibility study on options for a legal and institutional arrangement for the management of the Drin Basin was developed including a draft international agreement text and adopted by the DCG. The countries have already commented the draft text. The Drin Riparians have committed to negotiate the draft text within 2021 after the termination of the Project. The Drin Riparians reaffirmed their intention in this regard during the Partnership Conference (9 July 2021). Further to this, the Drin Riparians requested an annual meeting between the DCG and the Developmental Partners with the aim to coordinate on actions supported by the latter towards the implementation of the Drin SAP; and
- The DCG requested the PCU during its 17th meeting to initiate actions for the preparation of a Drin River Basin Management Plan (RBMP). The ToR for the development of a RBMP were developed and approved by the DCG.

As a result of the activities implemented with the support of the project, the Drin riparian countries are now better equipped to sustainably manage this valuable resource. Demonstration projects were a chance to test different practices and approaches for IWRM but also show how a small-scale intervention can produce results much bigger in scope than they may actually seem to be.

Regarding the TE assessment of the “yet to be achieved” indicator in Table 5 above, the rating is mostly due to the fact that the establishment of the Inter-Ministerial Committees (IMC) in many countries is a target that cannot be easily achieved by one project cycle because it involves a lengthy process of convincing decision-makers to leave their “silo” and become more open to inter-sectoral collaboration. The “proxy” bodies indicated in the results column of the table are only the first step towards establishing IMCs with solid and legally supported mandates to make integrated decisions.

3.3.2. Relevance

The ProDoc states that in all project countries “... principles of sustainability and environmental concerns...(are)...to be integrated in the overall development policies. Such principles are increasingly included in legislative and planning documents and some mechanisms for integrating the environment into other policies are set, mainly at strategic document level. Importantly, steps have been made over recent years towards the alignment with the EU environmental legislation.” The PIF and the ProDoc respond to these requirements, making the project highly relevant, in particular with regards to their efforts to adopt/approximate to the EU acquis, including its provisions on shared water resources management. Countries’ desire to strengthen transboundary cooperation in IWRM was explicitly expressed when they entered into the respective agreement, the 2011 Drin Basin MoU. The Drin Project directly responds to the stated priorities in the Drin MoU, which makes it highly relevant for all countries participating in it.

One of the stated priorities of the project is to mainstream the gender into the IWRM. This priority is transposed into a specific project’s component, the Component 4. The ProDoc elaborates in detail the methodology for gender mainstreaming, which is considered as one of the pillars of the entire project. During the project’s implementation, women have taken an increasingly important role, not only as stakeholders’ representatives at numerous meetings but also in the role of experts. Equally so, stakeholders’ engagement has been one of the priorities of the project, with the special component (4) dealing with the issue. The project implementation team has developed very well-designed stakeholders’ engagement strategy, and subsequently fully executed it. The end result is active engagement of stakeholders in the project, which culminated every year with a successful and very well attended Stakeholders’ Conference.

The project is very well aligned with the UNDP and GEF strategic priorities. It is linked with the UNDP’s Strategic Plan “Changing with the World (2014-2017)” and fits into UNDP’s core Water Governance Programme, and adheres to the UNDP role as identified in the UNDAF Country Programme and Countries Programme Action Plans (CPAP). It also aims at implementing the GEF International Waters Focal Area Objective IW-3, Outcome 3.1: Political commitment, shared vision, and institutional capacity demonstrated for joint, ecosystem-based management of water bodies and Output 3.1: National inter- ministry committees established; Transboundary Diagnostic Analyses & Strategic Action Programmes; Output 3.2: Demo-scale local action implemented. The respective outputs have been produced and adopted by the Drin riparian countries.

In conclusions, the TE finds the project highly relevant to the identified needs of the Drin riparian countries for transboundary water management and is therefore rated as **Highly Satisfactory (HS)**.

3.3.3. Effectiveness

The Drin Project has achieved its overall objective to promote and to advance joint management of the shared water resources of the extended transboundary Drin River Basin. As noted in Section 3.3.1. above, all of the outcomes of have been achieved within the budget initially allocated, albeit with a somewhat prolonged period characterised by two extensions. The TE finds that these outcomes have been commensurate with the participating countries' priorities. In a wider context, the project has contributed to the implementation of the UNDP Strategic Plan and GEF strategic priorities. Finally, even if they have not been specifically mentioned in the PIF and ProDoc, the project has contributed to the implementation of the UN 2030 Agenda's Sustainable Development Goals (SDG), which have been adopted after the PIF and ProDoc were approved. Specific contribution was made to SDG 6, as well to SDGs 13, 15, 16 and 17. It has to be reiterated that the project has delivered a number of additional results that have not been originally envisaged by the ProDoc. These outputs were requested by the countries participating in the project and have contributed to strengthening the strategic component of the project.

Overall effectiveness of the project is shown in Table 6 below. The "End of Project Situation" column is a synthesis of the project's aims and targets as stipulated by the project's outcomes, while "Terminal Evaluator's Comments" column presents his conclusions on the extent to which these targets have been met.

Table 6: Achievement of project's objectives

End-of-project situation	Terminal Evaluation comments
Outcome 1: Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability, reached through joint fact finding	High degree of consensus was achieved among Drin riparian countries on major transboundary concerns and drivers of change. Preparation of the TDA was a successful exercise. Furthermore, the TDA was developed in a way so as the contained information and chapters could also constitute the building blocks for the development of a river basin management plan at the Drin Basin level in accordance with the EU Water Framework Directive. In essence the TDA is the equivalent of a Drin River Basin Management Plan "Characterization Report" as it includes the following: initial proposal for the delineation of water bodies in accordance to the EU WFD, calculation of water budget under different scenarios, analysis of pollution pressures, assessment of pollution loads, assessment of chemical pollution, identification of protected areas, analysis of the governance of water and environment in the basin, initial assessment of the condition of and the pressures to biodiversity etc. Finally, the IMS contains all information gathered or generated for the development of the TDA. It also allows exchange of information; the latter will become possible upon decision by the DCG of the type of data to be exchanged, frequency etc.
Outcome 2: Visioning process opens the way for systematic cooperation in the management of the transboundary Drin River Basin	The 2011 Shared Vision was confirmed by all the countries, which offered wide opportunity for extended cooperation in the Drin River Basin, which has led to the endorsement of the SAP. In addition, surplus funds, which have not been spent on

	developing a new vision, were utilised for the preparation of the study to assess the cost of SAP implementation, to be used as a guide for the future concrete interventions, and a feasibility study for the development of an international agreement for the management of the Drin Basin as well as a draft international agreement text to be negotiated by the countries.
Outcome 3: Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments	Partnership Conference was delayed because of the COVID-19. During the online event, the potential partners expressed their interest to continue supporting countries in their transboundary management efforts. Several potential spin-off projects were announced.
Outcome 4: The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin	The Drin Core Group has led the efforts to strengthen the institutional and legal framework. It has held frequent meetings, and acting as the Project Steering Committee had achieving meetings frequency way above the average for similar projects. It also became the SC of two additional regional projects thus having a coordinating/overview role for almost all the regional projects focusing on the Drin Basin. This has greatly increased the ownership of the project by the countries. The training and other capacity building activities were fully implemented. The IMCs were not established as envisaged, and more efforts in the future will have to be employed at country level to establish them within their full mandates.
Outcome 5: Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region	Demonstration projects were successfully implemented, often with full support of and coordination with the local communities.
Outcome 6: Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming	Stakeholder engagement strategy, including the gender mainstreaming action plan, was fully implemented. Successful stakeholders' conferences greatly contributed to the raised awareness of the project and the objectives it wanted to achieve. The project contributed to an understanding of the transboundary issues and their causes as well as an understanding of the need of coordinated/cooperative action for the addressing of the needs and, thus, increased level of ownership and pride among stakeholders, positively affecting the project implementation and increasing its sustainability likelihood.
Outcome 7: Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives	An Information, Communication and Outreach Strategy is developed, approved by the DCG and implemented ensuring that the project activities, outputs and outcomes are communicated to the stakeholders and these have increased awareness regarding the Project, the Drin Coordinated Action Process and the management issues in the Drin Basin its causes and potential solutions, enabling their meaningful engagement in the implementation of the project activities, the provision of input (technical and other) as necessary as well as

	enabling the success of the project and increasing the potential of sustainability of the results of the project leading to enhanced coordinated transboundary water resources management. Some of the communication products, like animated stories, were quite innovative.
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One constraining factor was the unexpected occurrence of the COVID-19 crisis. However, the project management team navigated through the crisis with great skill, which resulted into no interruption of implementation of the project activities.

Project has, through the implementation of the Gender Mainstreaming Action Plan, integrated gender issues into all project activities. It was very efficient in stimulating participation of women not only in awareness raising activities, such as annual stakeholders' conference, but also at the level of experts.

The effectiveness of the project at achieving its expected outcomes and objectives is rated as **Highly Satisfactory (HS)**.

3.3.4. Efficiency

In general, the project implementation team has communicated well with all the parties and has had excellent relationships with the main project stakeholders. Many interviewees highlighted the experience and effectiveness of the Project Manager and his team and the project enjoyed good collaboration as well as constant informal communication with all key stakeholders implementing an excellent participative approach, which is the area where GWP Med has had a long-standing experience which was successfully applied in this project. The team's relationship with the PB is to be commended.

Furthermore, as discussed in section 3.2.1, the TE found that the project management team used adaptive management to secure project deliverables while maintaining adherence to the overall project design. Adaptive management has been used regularly to adapt to a constantly changing environment; particularly to adapt to several COVID-19.

The efficiency of the project was also the result of a well-managed day-to-day activities. Using a participative approach and a good transparent communication approach, project activities were implemented with a good engagement of stakeholders and clear management procedures. The good relationship between UNDP, the implementation team and stakeholders also contributed to an efficient implementation.

While proposing a "no-cost" extension for one year, the MTR elaborated the following reasoning: (i) a delay in starting project activities due to securing "no-objection" from Albania for GWP ground staff, and the decision to ensure that parallel activities could be conducted in the Kosovo (White Drini) project; (ii) the TDA taking longer than anticipated due to delays in achieving field monitoring results due to the delayed start, and delays in the thematic report on Hydrology; (iii) the establishment of an unforeseen, but highly important and country driven Expert Working Group on Flood Control which needs time to convene and provide meaningful input for the SAP; (iv) greater time for SAP development than envisioned in ProDoc; (v) taking advantage of the large Annual stakeholder and DCG meeting in November 2020 to showcase its achievements and forward the SAP; and (vi) ensuring sufficient time to close the project (2-3 months). The one-year extension is justifiable. Equally so, the project was extended for additional six months to adapt to the consequences of the COVID-19. For the reasons outlined above, the extension could not be avoided.

The TE finds that the project has been implemented cost-effectively and it was an operation that created a good value for money, the fact that was stressed by many interviewees. However, because of the project extension, even if it was justified, the TE finds the efficiency of the project as **Satisfactory (S)**.

3.3.5. Overall outcome

The overall outcome of the Drin River Project is calculated in the Table 7 below:

Table 7: Assessment of Outcomes

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory
Effectiveness	Highly Satisfactory
Efficiency	Satisfactory
Overall Project Outcome Rating	Highly Satisfactory

3.3.6. Sustainability

The ProDoc has not elaborated a coherent strategy for the sustainability of project's outcomes. Equally so, there was no need for the Exit Strategy instituted. But some institutional arrangements proposed in the ProDoc, such as establishment of EWGs and/or IMCs, aimed at facilitating (EWGs) or enhancing (IMCs) the potential of sustainability of the project outcomes. The MTR has rated overall sustainability of the project as "likely", based on the substantial political support for implementing the 2011 MoU, as well as complying with EU WFD standards under Chapter 27. However, as discussed in the previous sections, project achievements are to a large extent "owned" by the relevant entities involved in managing transboundary water resources of the Drin River Basin, making the key achievements "institutionalized" and becoming part of the "toolbox" to effectively manage those water resources. By definition, project results should be sustained over the long-term.

3.3.6.1. *Financial sustainability*

When reviewing the sustainability of project achievements – particularly the demonstrations - financial risk is the main area where the sustainability of some project achievements can be questioned. The key question is: What about after the project ends and the project resources will be no longer available? The project invested in some demonstrations, such as production of briquettes in the Lake Skadar National Park in Montenegro, and proposals exist how to make the production of pellets financially viable, though the time will be needed to raise the awareness of the potential customers to buy them. Regarding the implementation of SAP, there are indications that countries may be ready to finance their participation in the institutions established or supported by the project such as DCG. In this regard, the MTR rightly noted that "...the countries will need to experience significant benefits from the process before they are able to assume the entire role of funding a Drin Commission (Drin Core Group) with a dedicated secretariat, and conduct national monitoring at the level envisioned under the EU WFD." In an interim period, funds have been secured for financing DCG meetings for the next three years via the Adaptation Fund's Floods project, while the Secretariat of the DSG is serviced by GWP-Med through appointment by the Drin MoU. There are also funds secured for one Stakeholder Conference in 2022. Furthermore, the waste and wastewater investments included in SAP are expected to be funded by IPA funds. Having the above in mind, the financial sustainability is rated as **Likely (L)**.

3.3.6.2. *Socio-political sustainability*

The TE identified no expected issues that would result in negative social impacts, therefore there is no socio-economic risk to the project's sustainability. As MTR found "...project is based on developing a more integrated approach to managing the Drin River Basin that includes improvements to the environment, but also addressing economic development through flood mitigation and improved water quality for municipal supply and fisheries." At the time when the TE has been carried out, no changes were found that would justify altering that statement. Also, the project has established very good collaboration with the power generating companies in the participating countries, which is expected to have positive impacts regarding both power production and flood control. The project has also established very good relationship with all stakeholder groups resulting in their ownership of the project, the fact that was frequently confirmed during the interviews. The socio-economic sustainability is rated as **Likely (L)**.

3.3.6.3. *Institutional framework and governance*

The project has addressed institutional and governance arrangements by enhancing the capacity of institutions for transboundary water management. The training activities were all implemented as planned, the IMS aimed at facilitating river basin management has been installed, study visits have helped regional stakeholders to anticipate lessons learned in other river basins, and expert working groups have been established to assist in dealing with specific IWRM issues. But above all, the role of DCG, established under the 2011 MoU and which has been supervising the implementation of the project by acting as the Project Board/Steering Committee, has been strengthened and it is now acknowledged as a body that may be taking more responsibility in the future, possibly in the form of the Drin River Commission. The TE rates the sustainability of institutional framework and governance as **Likely (L)**.

3.3.6.4. *Environmental sustainability*

The TE finds that there are no factors that could undermine the future flow of project environmental benefits, while the project itself does not pose a threat to the sustainability of the project's outcomes. The environmental sustainability of the project is **Likely (L)**.

3.3.6.5. *Overall likelihood of sustainability*

The specific dimension's sustainability of the project is presented in Table 8 below.

Table 8: Assessment of sustainability dimensions

Sustainability	Rating
Financial resources	Likely
Socio-political	Likely
Institutional framework and governance	Likely
Environmental	Likely
Overall likelihood of Sustainability	Likely

Taking all dimensions of sustainability into account and in accordance with UNDP guidance for conducting terminal evaluations of GEF-financed projects which stipulates that the overall rating for sustainability should be no higher than the lowest rated dimension, the overall rating for the project is **Likely (L)**.

3.3.7. Country ownership

Since the project was designed to implement the provisions of the Drin MoU (following the Drin Dialogue process), which was unequivocally endorsed by the participating countries it has, by definition, addressed key national needs to improve water management. This position was later reinforced by the endorsement and adoption of TDA and SAP. The SAP draws legitimacy from the Drin MoU, while the TDA details action for the implementation of the SAP. Countries have utilised the project's outcomes to work towards implementation of the EU Water Directive, which is an important part of the EU acquis. The Drin Project also identified complementary activities supported by other donors (World Bank, GIZ, SIDA), which signifies anticipation of important national priorities.

Government representatives and Civil Society Organisations were actively involved in the project identification, planning and implementation, in particular by participating in important events where the shape of the future project was outlined as well as being active members of the DCG. The financial commitment of the recipient governments in the form of direct cash transfers was minimal, but in-kind contribution was significant. Each participating country has established or designated an intersectoral committee to liaise with the project team. In addition, the national project office was opened in every participating country, which significantly contributed to the country ownership.

As a conclusion, the TE finds that the countries' ownership has been very good and it is expected that this level of country ownership will contribute to the long-term sustainability of project achievements.

3.3.8. Gender equality and women's empowerment

The Drin Project ProDoc addressed the gender mainstreaming through a component (Component 5), within which the Gender Mainstreaming Strategy including Gender Action Plan was delivered. The strategy was implemented in full, with a large number of consultation meetings at national and basin levels. It has to be mentioned that the Drin Project was not meant to contribute directly to the betterment of the status of women in riparian countries, in particular in economic sense, but had the aim to increase stakeholder participation with increasing role of women in that endeavour.

The strategy itself identified a number of entry points for mainstreaming and concluded that each project's output presents possibilities for engendering the work. Consequently, each of the project's outputs has one or several gender outputs, actions and indicators, which was clearly presented in the Gender Action Plan. All the activities in Drin Basin have promoted a balanced participation of men and women. Women represented 30% of the members of the Drin Core Group and approximately 60% of the members of the Expert Working Groups of the Drin Core Group. In awareness raising activities, such as the annual Drin Day, participation of women NGOs in implementation of activities related to recycling, ecotourism, etc. were promoted. The TE finds that the project has effectively promoted the gender mainstreaming in its activities.

3.3.9. Cross-cutting issues

The project was envisaged to align with the UNDP country programming. At the PIF stage, and later during the preparation of the ProDoc, the country programming in the participating countries was taken into consideration, in particular support to the actions aimed at protecting their environment and water resources. The project's activities were fully consistent with the above UNDP strategic directions. Since the project's activities were fully implemented, the requirement to respect UNDP country programming in water resources management was full respected. Similarly, although not

specifically mentioned because they were adopted after the project was approved, the SDGs were also integrated in the project design and, later, contribution was made to reaching the respective SDGs targets at national levels. This is particularly valid for SDG6.

The project has mainstreamed a number of cross-cutting issues, namely those on improved governance (this is the core objective of the entire project); climate change mitigation and adaptation (in particular in relation to climate variability and change); disaster prevention and recovery (related to flood risk management), and above all, the capacity development, which is also one of the core objectives of the project. Specific activities/outputs carried out during the project's implementation and to be considered as dealing with cross-cutting issues are:

- A study to assess the cost of the SAP implementation
- Lake Ohrid Management Plan
- Wastewater integrated modelling tool
- Reduction of nutrient load and forest preservation through biomass collection and production of fuel briquettes in the Montenegrin part of Skadar Lake
- Flood Risk Management in the Drin Basin.

Project will contribute to better preparation to cope with disasters and will reduce risk from floods, in particular when the flood risk management in the Drin basin will be operationalised.

The Drin Project ProDoc has not requested specific reference to the human rights issue, therefore it did not elaborate directly on the issue. However, since the main subject deals with one of the basic human rights – adequate and equitable management of water resources at the river basin level, which results in improved management of the Drin River Basin, it is expected that the implementation of the project results will implicitly contribute to the advancement of the human rights in the project region.

The TE finds that the project has sufficiently integrated cross-cutting issues in its design as well as during its implementation.

3.3.10. Catalytic/replication effect

The GEF defines the catalytic or replication effect of projects as one of the operational principles for the development and implementation of the GEF work program. The GEF funds projects in such a way that they attract additional resources, pursue strategies that have a greater result than the project itself, and/or accelerate a process of development or change. It recognizes that its support is catalytic in nature if it does not achieve impact on its own but rather in collaboration with its partners, especially through follow-up actions by governments and other agents at different scales. The review of the catalytic effect of this project is to consider the extent to which the project has demonstrated: (a) scaling up of the project achievements, (b) replication, (c) demonstration(s), and (d) the production of a “public good”.

Considering the GEF definition of the catalytic role, the project has demonstrated catalytic role through its foundational and demonstration activities. It has produced certain “public goods” such as innovative solution to produce pressure on Skadar National Park water ecosystem by installing a capacity to produce briquettes made out of invasive species, that will be used for heating National Park facilities, and possibly other establishments. Another example is the Kramovic “constructed wetlands” wastewater treatment plant operates and is the first of its kind in Kosovo. There is interest in Kosovo to replicate this as a solution for agglomerations that are difficult to connect to major wastewater treatment plants. The activity to test the feasibility of flood micro-financing in the Skadar

Lake area, and Struga area in the Drin Basin that has high potential for replication should also be mentioned.

The project has not yet exhibited concrete replication examples in other regions. However, two spin-off projects of the Drin Project: Austrian Development Agency (ADA) supported project “Promoting the Sustainable Management of Natural Resources in South-eastern Europe, through the use of the Nexus approach” focusing on Drin, and Adaptation Fund supported and UNDP implemented project “Integrated climate-resilient transboundary flood risk management in the Drin River basin in the Western Balkans”, could be considered as examples of catalytic/replication effect, because they are based on the concrete outputs of the project. Besides the above, a few other project’s products could be replicated elsewhere, such as the very efficiently managed stakeholder’ engagement strategy and the Integrated Management System.

From a catalytic/replication project’s role point of view, the project has developed “*public goods*”, demonstrated the usability and effectiveness of the governance arrangements, tools, methods, innovative solutions, and skills and knowledge. It is now at the stage where it could be replicated and scaled-up throughout the relevant organizations including governmental and non-governmental organizations for some of these tools and methods. As it was discussed in other sections of this report, project achievements benefit from a good national ownership, most of these achievements are already institutionalized and all signals point to the long-term sustainability of these achievements. It is anticipated that in the years to come, these achievements will be replicated and scaled-up throughout the region.

3.3.11. Progress to impact

For GEF projects, impact is defined as changes in global/regional environmental benefits as verified by environmental stress and/or changes in environmental status. The Drin Project does not have such direct impact, but by building capacity and strengthening transboundary water governance it is supporting improvements in people’s lives in Drin riparian countries and positive changes in regional environmental benefits in a long term.

The ProDoc has identified as the intermediate state the “Implementation of SAP on the ground”, which is a pre-condition for a long-term impact “Improved balancing of water uses and environmental quality in the Drin Basin”. The project has achieved good progress towards reaching the long-term impact. The latter is impossible to measure now because the project’s outcomes are not designed as to result in direct improvement in the ecosystem state indicators, including the water use. The project’s SRF clearly depicts the strategy of project development towards impacts.

The Outcomes 1, 2 and 3 are of the foundational nature as they are aiming at creating a base for a long term and sustainable transboundary water management in the Drin Basin. In this context, the TDA, including the Shared Vision, and SAP have been agreed upon following elaborate collaboration process, and adopted by the riparian countries. With this, the project has made significant progress towards reaching its immediate objective – implementation of SAP on the ground, and all pre-conditions are met to succeed in reaching that objective.

Capacity building and demonstration character of the project are embedded in Outcomes 4 and 5, which aim at increasing the capacity of regional institutions for IWRM and showing how some innovative solutions can assist in implementing the SAP. Project has achieved these objectives too and contributed to improvement of capacities, which is another necessary pre-condition for achievement of the Intermediate State and, ultimately, the long-term goal.

Finally, Outcomes 6 and 7 assisted in raising the awareness on the project and its outcomes, as well as made stakeholders become an active ingredient of the project's implementation. Mechanisms for active stakeholders' involvement (DCG, EWG and annual Stakeholders Meetings) are arrangements that were put in place to facilitate follow-up actions.

4. Main findings, conclusions, recommendations and lessons learned

4.1. Main findings

Relevance: The complex nature of the Drin Basin, where lakes, rivers and underground flows interact in ways hard to unravel, compounded by the many and often conflicting uses of water resources, and by the transboundary conditions that prevail throughout the basin, determines the high fragility of the basin ecosystems and poses serious challenges to the overall sustainability of the water resources of the basin. The project responds to an urgent need for harmonizing and coordinating within a common strategic framework with several management schemes, consultation mechanisms and cooperation efforts, including multi-country ones, that at present characterize the management set up of the Basin. The project is also commensurate with the countries' efforts to adopt/approximate to the EU *acquis*, including its provisions on shared water resources management. The project is very well aligned with the UNDP and GEF strategic priorities. It is linked with the UNDP's Strategic Plan "Changing with the World (2014-2017)" and fits into UNDP's core Water Governance Programme, and adheres to the UNDP role as identified in the UNDAF Country Programme and Countries Programme Action Plans (CPAP). It also aims at implementing the GEF International Waters Focal Area Objective IW-3, Outcome 3., and several SDGs.

Effectiveness: The project has achieved its overall objective as well as its outcomes. The TE finds that these outcomes have been commensurate with the participating countries' priorities. One particular achievement was the effectiveness of stakeholders' engagement, through Drin Core Group, EWGs and Stakeholders annual meetings, which was the crucial element that brought agreement on the SAP. Equally so, the project was very effective in raising the capacity as well as the awareness on critical water resources problems in the region, that has contributed to the wide acceptance of project outcomes and outputs among all stakeholder groups. The Drin Project has delivered a number of additional results that have not been originally envisaged by the ProDoc. These outputs were requested by the countries participating in the project and have contributed to strengthening the strategic component of the project. This has greatly raised the effectiveness level of the project.

Efficiency: The project has confronted two major obstacles: initial delays in the start of the project caused by delayed confirmation by some countries and several snap elections that caused, and by the COVID-19 crisis. The project implementation team managed to adapt quickly to these changing circumstances, and the impacts of these disturbances were not felt as one might have expected.

Sustainability: Institutional capacity has been strengthened at national and transboundary levels, and management and knowledge tools have been provided that will enable countries to sustainably manage Drin River Basin on a long-term basis. The project has extended its reach to integrate a score of cross-cutting issues, such as climate change and mitigation and adaptation, flood risk management, demonstration activities etc. The project has achieved full support of the participating countries largely due to a successfully implemented Stakeholders' Engagement and Gender Mainstreaming

Strategies. All countries also agree on the objective of creating the Drin River Commission in the future. The project has also secured additional financing for some critical activities that will extend its reach in the transitional period before new initiatives (some of them already planned and approved) will start to operate in the Drin Basin region.

4.2. Conclusions

The Drin Project has fully met its objective to promote and improve joint management of the shared water resources of the extended transboundary Drin River Basin. In doing so, the project has achieved all expected results. The project implementing agency and the project implementation team have managed to actively engage wide array of government, CSO and local stakeholder administrative departments, organisations and individuals.

Several factors contributed to the successful completion of the project. The ProDoc has clearly stated objectives followed by a rational design of project's components, outcomes and outputs. The SRF was clear and indicators were SMART, which allowed easy monitoring and reporting on the project's results. The design simplicity was the main reason why the MTR only marginally changed outcomes' indicators, which has made the project's structure even more streamlined. Furthermore, the project implementation team was very committed and spared no time to engage in frequent and fruitful consultation with a variety of project partners. The GWP Med's long-standing experience in dealing with stakeholders' participation and gender mainstreaming made this aspect the backbone of the project contributing thus to its overall success.

Another important achievement factor was the high relevance of the subject of integrated river basin management for the Drin River Basin countries, not only regarding their national priorities but also their aspirations to join EU in the future which referred to the EU WFD as one of the pivotal components of the project. It also enhanced countries' ownership of the project. These are the basic ingredients for the long-term sustainability of the project's outcomes, including the implementation of SAP, which was unequivocally endorsed by all the countries. An explicit exit strategy of the project, whose aim would be to show how the long-term sustainability of the project results will be secured, was not developed. However, the sustainability of the project results has been secured by a number of outputs, envisaged by the ProDoc or produced in addition to it, which have particularly enhanced the catalytic/replication impact of the project. Above all, it is the existence of a strongly endorsed SAP which is the guarantee that the Drin River Basin will be better managed in the future. Finally, the support for the continuation of the activities initiated by the project was expressed by the high-level representatives from the riparian countries at the 8th Drin Stakeholders Conference held on July 9th 2021.

Finally, the project has excelled in adaptive management, monitoring and reporting of progress. This is due to the quality and commitment of the project implementation team, in particular after the COVID-19 crisis started to affect the project's activities. The team has quickly reassembled and continued with the online meetings and consultation at the pace that existed before the crisis.

4.3 Recommendations

Since the Drin Project is practically being closed at the time of the TE, the following recommendations will refer to the future programming of regional initiatives but also similar initiatives in other regions.

Recommendations for the Drin Project

Recommendation 1: Efforts should be continued to establish, wherever possible, the Inter-Ministerial Committees (IMC). This should include a proper mandate, composition and legal background. This will increase their decision-making power and contribute to better transboundary management from the national perspective. The project should assist in establishment of the IMCs.

Recommendations for future programming

Recommendation 2: Design of future regional projects should better analyse the situation in countries to identify risks and eventual obstacles to transboundary management process at a regional scale. This should be more realistically reflected in the project documents.

Recommendation 3: Project implementation team should follow-up with the partners to determine an accurate level of co-financing committed to the project. GEF should consider a standardised approach to calculating co-financing to ensure that partners are calculating their commitments on the same basis.

Recommendation 4: Projects' design should have clearly elaborated the exit strategy that will show what is needed to avoid lengthy intermission periods. Many transboundary management processes are dependent on the project financing before they become fully endorsed by the countries, and no project continuity may negatively affect the process.

Recommendation 5: The future regional project designs should allocate more resources to in-country implementation in the form of pilot or demonstration projects. Increasing the number of national projects may prove helpful to incorporate emerging and/or innovative issues and/or solutions as well as national priorities for the transboundary river basin. These projects should be planned in order to maintain the equal participation of all countries.

Recommendation 6: If the initial analysis shows that such longer-term solution might be feasible, the project should in its design phase elaborate more extensively on the development of institutional solutions for transboundary water management that might include, for example, establishment of river commissions coupled with the necessary legal provisions. Since such decision is in the hands of the political authorities of the countries concerned, the project should support the establishment of such a solution, if it will be taken.

Recommendation 7: The execution arrangement of the regional projects should plan for decentralised project management, such as establishment of the country project offices in addition to the central implementation unit. The management proposals should elaborate in detail the terms of reference for such offices including the sources of financing.

Recommendation 8: During the implementation of the project, every effort should be made to maintain the institutional continuity and to avoid frequent changes in participation at country level, as the opposite can significantly reduce the pace of the project implementation.

Recommendation 9: More efforts should be made to secure steady and, if possible, in cash financial provision by the participating countries, in particular for the implementation of SAP proposals. While this may be difficult to obtain at the start of the project, it should become a necessary condition for the exit strategy.

4.4 Lessons learned

The Drin Project has a number of lessons learned based on the good practices the project has produced. Some of the most important lessons learned are as follows:

- Project has clear and achievable objectives followed by a rational design of project's components, outcomes and outputs. The design simplicity is an essential prerequisite for a successful implementation of the project.
- All project stakeholders have to be actively involved in the implementation of the project. Well-developed stakeholder engagement and integration mechanisms significantly contribute to better countries' buy-in of the project and its overall success.
- Successful communication and information strategy and a well-developed management information system make the project's implementation transparent, increase trust in project actors and contribute to countries' support to the project and implementation of its results increasing, thus, its sustainability level.
- Gender strategies are effective if they are developed in early stages of the project in order to guide gender mainstreaming throughout the implementation process.
- Efforts to deliver more results than initially envisaged improves the project's catalytic/replication effect. Catalytic effect of the project is enhanced by examples presented through demonstration projects.
- The committed project implementation team is key ingredient of the project's success. This project has shown that the team has spared no time to engage in frequent and fruitful consultation with a variety of project partners. Its long-standing experience in dealing with stakeholders' participation and gender mainstreaming made this aspect the backbone of the project contributing thus to its overall success.
- Capable project implementation team is essential element to successfully confront unexpected changes in the project's environment, such as political events, economic crises, pandemics etc. This also contributes to the increased project's effectiveness and efficiency.
- Capacity building (individual as well as institutional) at national and transboundary levels are key factors for sustaining results.

Annexes

Annex 1: TE ToR (without ToR annexes)

Background

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the full sized project entitled “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (PIMS 4482; \$ 4M; Albania, North Macedonia and Montenegro are the Project beneficiaries) and the associated medium-sized project entitled “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin” (PIMS 5510; \$ 1N; Kosovo is the beneficiary country) implemented through the United Nations Development Program and executed by the Global Water Partnership (GWP) Organization through Global Water Partnership Mediterranean. The two projects are operationally linked and are executed as one. The projects started on late 2015 and is in its final year of implementation. The Terminal Evaluation process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf).

1. Project Description

The Drin Basin is located in the southeastern part of the Balkan Peninsula. It comprises the transboundary sub-basins of the Drin and Buna/Bojana Rivers and of the Prespa, Ohrid and Skadar/Shkoder Lakes. The Drin River is the “connecting body” of the “extended” Drin Basin, linking the lakes, wetlands, rivers and other aquatic habitats into a single, yet complex, ecosystem of major importance. The water bodies and their watersheds are spread in a geographical area that includes Albania, Greece, North Macedonia, Montenegro and Kosovo[1].

The complex nature of the Drin Basin -where lakes, rivers and underground flows interact in ways hard to unravel compounded by the many and often conflicting uses of water resources and by the transboundary conditions that prevail throughout the basin- determines the high fragility of the basin ecosystems and poses serious challenges to the overall sustainability of the water resources of the basin.

The main transboundary problems in the Drin Basin[2] are:

- deterioration of water quality

- natural and regulated variability of the hydrological regime

- biodiversity degradation

- variability of the sediment transport regime.

Climate variability and change has also been recognized as a significant regional (and global) problem that influences the four priority transboundary problems.

Overall, prior to the interventions supported through the two projects, there was an absence of an overarching basin-wide policy formulation and decision-making framework grounded on scientific data and knowledge. This hindered the design of coherent strategies, legislation and regulations, and prevented the identification of investments which are aligned with the sustainable utilization of the Basin’s water resources and their integrated management.

The two Projects aim to *promote joint management of the shared water resources of the transboundary Drin River Basin, including coordination mechanisms among the various sub-basin joint commissions and committees.*

Each of the Projects is articulated into five -identical in content- components; they are designed to achieve the goal mentioned above, through: (i) building consensus among countries on key transboundary concerns and drivers of change, including climate variability and change, reached through joint fact finding; (ii) facilitating the agreement on a shared vision and on a program of priority actions deemed necessary to achieve the vision; (iii) strengthening technical and institutional capacities.

The Projects are aligned in content, aims and objectives with the Drin Coordinated Action, that is the framework set by the Drin riparian countries for the implementation of the Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin (Drin MoU; signed by the Ministers responsible for the management of water resources and/or environment, and high-level representatives of the Riparians[3], in Tirana, on 25 November 2011).

The Projects assist in the operationalization of the institutional structure of the Drin Coordinated Action, rendering it capable of undertaking its coordinative and executive role.

This includes:

The Meeting of the Parties

The Drin Core Group (DCG). This body is given the mandate to coordinate actions for the implementation of the MoU. The DCG Secretariat provides technical and administrative support to the DCG.

Four Expert Working Groups (EWG): (i) Water Framework Directive implementation EWG (ii) Monitoring and Information exchange EWG (iii) Biodiversity and Ecosystem EWG (iv) Floods EWG. The DCG has undertaken the role of the Steering Committee of the Projects.

The Projects are executed by GWP-Med with the involvement of UNECE. The budget is \$4,5 for the full-size project and \$1 M for the medium-sized project.

The Projects have been instrumental in enhancing cooperation among the Drin Riparians. In addition to the Strategic Action Programme that was endorsed by Ministers and high-level representatives in April 2021, there have been catalytic outcomes as a result of the project contributing to the enhancement of the political process under the Drin MoU:

The DCG requested to initiate actions for the establishment of a Drin Joint Commission through the signing of an International Agreement. A draft international agreement text to be negotiated is being prepared.

The DCG is becoming the reference point for a range of management actions supported by various donors and initiatives. Apart from the GEF Drin project, it is the SC of the:

Part of the Austrian Development Agency (ADA) supported Project “Promoting the Sustainable Management of Natural Resources in Southeastern Europe, through the use of the Nexus approach” focusing on Drin.

Adaptation Fund supported and UNDP implemented “Integrated climate-resilient transboundary flood risk management in the Drin River basin in the Western Balkans”.

The Lake Ohrid Management Plan was adopted by both Albania and North Macedonia.

The COVID-19 pandemic and the subsequent mitigation measures taken by the beneficiary Riparians (lockdowns, curfews etc.), have adversely affected the execution of meetings, studies for which input by the representatives of institutions is necessary (e.g. provision of information and data; input for the development of studies; approval of studies; etc.) and field activities (demonstration activities, study visits, awareness activities etc.). As a response, the PCU has used internet-based means to conclude the execution of the project activities. The COVID-19 pandemic resulted in delays in the project execution but has had a small effect in its results.

2. TE Purpose

The purpose of the TE is to provide an impartial evaluation of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management and achievements.

The Terminal Evaluation consultant will develop a technical report on the assessment of the achievement of project results against what was expected to be achieved, and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency, and assesses the extent of project accomplishments.

The Terminal Evaluations for GEF-financed projects have the following complementary purposes:

To promote accountability and transparency;

To synthesize lessons that can help to improve the selection, design and implementation of future UNDP-supported GEF-financed initiatives; and to improve the sustainability of benefits and aid in overall enhancement of UNDP programming;

To assess and document project results, and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits;

To gauge the extent of project convergence with other priorities within the UNDP country programme, including poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability.

The main output results of the terminal evaluation process will be presented in a Steering Committee meeting that will be organized in May or June 2021.

[1] All references to Kosovo on this website are made in the context of UN Security Council Resolution 1244 (1999)

[2] As these were identified through the Drin Transboundary Diagnostic Analysis

[3] Albania, North Macedonia, Greece, Kosovo and Montenegro.

Duties and Responsibilities

1. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful. The Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments. The TE methodology should include:

Document review of all relevant documentation including the PIF, UNDP Social and Environmental Screening Procedure/SESP, Project Document, project reports and annual PIRs, project Steering Committee meetings reports, project budget revisions, national strategic and legal documents, and any other materials that the TE consultant considers useful for this evidence-based evaluation.

Development of evaluation questions around relevance, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed.

The TE is expected to follow a participatory and consultative approach that ensures close engagement with the Project Team, executing partner, UNDP Regional Technical Adviser, UNDP Country Office(s)/evaluation managers, and direct beneficiaries.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to:

The UNDP GEF Regional Technical Advisor

The UNDP Country Offices in Albania and in Kosovo

The GWP-Med being the executing agency

The Project Manager

Steering Committee members

Beneficiaries and stakeholders[1]

Interviews to be conducted online due to Covid-19 restrictions. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.

Validation of key tangible outputs and interventions through available documents and reports produced for these outputs. These documents should include technical reports, brochures, and possibly pictures or videos that were taken by the project team from the field sites during the different phases of implementation.

Other methods such as outcome mapping, online group discussions, etc.

Data review and analysis of monitoring and other data sources and methods.

Assurance of maximum validity, reliability of data (quality) and promote use; the TE process should ensure triangulation of the various data sources.

The specific design and methodology for the TE should emerge from consultations between the TE Consultant and the UNDP Regional Technical Advisor, UNDP Country offices in Albania and Kosovo and GWP-Med, regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE Consultant must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule; data to be used in the evaluation etc. should be clearly outlined in the inception report and be fully discussed and agreed between UNDP Country offices in Albania and Kosovo, GWP-Med and the TE Consultant.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. A set of mitigation measures including lockdowns, curfews, travel bans etc., were applied and some continue to be in place. Most of the consultations and trainings are being conducted through online platforms. The TE Consultant should develop a methodology that takes this into account and conduct the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

Detailed Scope of the TE

The TE Consultant will first conduct a document review of project documents (i.e. PIF, Project Document, project reports and annual PIRs, project Steering committee meetings reports, project budget revisions, etc.) provided by the Project Team and UNDP. Then she/he will participate in an TE inception workshop to clarify her/his understanding of the objectives and methods of the TE, producing the TE inception report thereafter. The TE Consultant will then organize a series of interviews with relevant stakeholders.

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (as per revisions by the Steering Committee; see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed

Projects (http://web.undp.org/evaluation/guideline/documents/GEF/TE_GuidanceforUNDP-supportedGEF-financedProjects.pdf) .

The Findings section of the TE report will cover the topics listed below.

A full outline of the TE report's content is provided in ToR Annex C.

The asterisk “(*)” indicates criteria for which a rating is required.

Findings

Project Design/Formulation

National priorities and country drivenness

Analysis of Results Framework: project logic and strategy, indicators

Gender equality and women's empowerment

Social and Environmental Safeguards

Assumptions and Risks

Lessons from other relevant projects (e.g. same focal area) incorporated into project design

Planned stakeholder participation

Linkages between project and other interventions within the sector

Management arrangements

Project Implementation

Adaptive management (changes to the project design and project outputs during implementation)

Actual stakeholder participation and partnership arrangements

Project Finance and Co-finance

Monitoring & Evaluation: design at entry (*), implementation (*), and overall assessment of M&E (*)

Implementing Agency (UNDP) (*) and Executing Agency (*), overall project

oversight/implementation and execution (*)

Risk Management, including Social and Environmental Standards

Project Results

Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements

Relevance (*), Effectiveness (*), Efficiency (*) and overall project outcome (*)

Sustainability: financial (*), socio-political (*), institutional framework and governance (*), environmental (*), overall likelihood of sustainability (*)

Country ownership

Gender equality and women's empowerment

Cross-cutting issues (improved governance, climate change, capacity development, South-South cooperation, knowledge management)

GEF Additionality

Catalytic Role / Replication Effect

Progress to impact

Main Findings, Conclusions, Recommendations and Lessons Learned

The TE Consultant will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.

The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women's empowerment.

Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report should also include lessons that can be taken from the evaluation, including best and worst practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE Consultant should include examples of good practices in project design and implementation.

It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex.

Expected Outputs and Deliverables

The TE Consultant shall prepare and submit:

TE Inception Report: TE Consultant clarifies objectives and methods of the TE no later than *2 weeks* before the TE mission/interviews. TE Consultant submits the Inception Report to the Commissioning Unit and project management. Approximate due date: *15 May 2021*

Presentation: TE Consultant presents initial findings to project management and the Commissioning Unit at the end of the TE mission. Approximate due date: *25 May 2021*

Draft TE Report: TE Consultant submits full draft report with annexes *within 2 weeks* of the end of the TE mission. Approximate due date: *8 June 2021*

Final TE Report*: TE Consultant submits revised report, detailing how all received comments have (and have not) been addressed in the final TE report, to the Commissioning Unit *within 1 week* of receiving UNDP comments on draft. Approximate due date: *1 July 2021*.

The final TE report must be in English.

The final TE report will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[2]

TE Arrangements

The principal responsibility for managing the TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Albania in coordination with UNDP Country Office in Kosovo and UNDP IRH.

The Commissioning Unit will contract the consultant. The Project Team will be responsible for liaising with the TE Consultant to provide all relevant documents and set up stakeholder interviews.

Duration of the Work

The total duration of the TE will be approximately *30 working days* over during May-July 2021

23 April 2021: Application closes

15 May 2021: Finalization and Validation of TE Inception Report- latest start of TE interviews

21 May 2021: TE stakeholder meetings, and interviews

25 May 2021: Presentation of initial findings

8 June 2021: Preparation of draft TE report

9 June 2021: Circulation of draft TE report for comments

11 June 2021: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report

25 June 2021: Preparation & Issue of Management Response

1 July 2021: Concluding Project SC meeting to present the TE findings

1 July 2021: Expected date of full TE completion

The expected date start date of contract is *1 May 2021*.

[1] including but not limited to the Water Agency, Albania; Ministry of Environment, Albania; Ministry of Environment & Physical Planning, North Macedonia; Ministry of Environment & Energy, Greece; Kosovo* Environmental Protection Agency, Ministry of Environment & Spatial Planning, Kosovo*; Ministry of Environment & Spatial Planning Ministry of Sustainable; Development & Tourism, Montenegro Ministry of Agriculture and Rural Development, Montenegro, Municipality of Shkodra, Municipality of Ohrid, Municipality of Rahovec; project stakeholders, academia, local government and CSOs, etc.

[2] Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

Competencies

Corporate competencies:

Promotes the vision, mission, and strategic goals of UNDP;

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

Treats all people fairly without favouritism;

Fulfils all obligations to gender sensitivity and zero tolerance for sexual harassment.

Functional competencies:

Excellent communication skills

Demonstrable analytical skills

Required Skills and Experience

The evaluator cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Mid-Term Review and should not have a conflict of interest with the project's related activities.

The selection of evaluators will be aimed at maximizing the overall "team" qualities in the following areas:

Education

At least Master's degree in water resources management, applied water resources evaluation, environmental science or management, or other closely related field;

Experience

Relevant experience with results-based management evaluation methodologies;

Experience applying SMART indicators and reconstructing or validating baseline scenarios;

Competence in adaptive management, as applied to International Waters transboundary fresh water systems;

Experience working with the project evaluations;

Experience working in South East Europe;

Work experience in resources management and international waters for at least 10 years;

Demonstrated experience with International Waters projects;

Demonstrated understanding of issues related to gender and International Waters is an asset;

Excellent communication skills;

Demonstrable analytical skills;

Project evaluation/review experience within United Nations system will be considered an asset;

Experience with implementing evaluations remotely will be considered an asset.

Language

Fluency in written and spoken English.

Evaluator Ethics

The TE Consultant will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

Payment Schedule

20% payment upon satisfactory delivery of the final TE Inception Report and approval by the Commissioning Unit

40% payment upon satisfactory delivery of the draft TE report to the Commissioning Unit

40% payment upon satisfactory delivery of the final TE report and approval by the Commissioning Unit and RTA (via signatures on the TE Report Clearance Form)

Criteria for issuing the final payment of 40%

The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.

The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).

Application Procedure

Interested applicants are advised to carefully study all sections of this ToRs and ensure that they meet the general requirements as well as specific qualifications described. Incomplete applications will not be considered. Please make sure you have provided all requested materials.

The application should contain:

Cover letter explaining why you are the most suitable candidate for the advertised position. Please paste the letter into the "Resume and Motivation" section of the electronic application.

Letter to UNDP Confirming Interest and Availability-please fill in the attached form. Download Here (*kindly use FireFox Browser*)

Filled P11 form including past experience in similar projects and contact details of referees, please upload the P11 instead of your CV. Download Here (*kindly use FireFox Browser*)

Financial Proposal in USD*- Specifying a Total Lump Sum in USD for the tasks specified in this announcement. Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant during the contract period (e.g. fee and any other relevant expenses related to the performance of services).

*Kindly note that Letter to UNDP Confirming Interest and Availability and Financial Proposal are two separate documents and should be both part of your application.

How to Submit the Application:

To submit your application online, please follow the steps below:

Download and complete the UN Personal History Form (P11) for Service Contracts (SCs) and Individual Contracts (ICs);

Merge your UN Personal History Form (P11) for Service Contracts (SCs) and Individual Contracts (ICs), Financial Proposal Letter to UNDP Confirming Interest and Availability and cover letter into a single file. The system does not allow for more than one attachment to be uploaded;

Click on the Job Title (job vacancy announcement);

Click "Apply Now" button, fill in necessary information on the first page, and then click "Submit Application;"

Upload your application/single file as indicated above with the merged documents (underlined above);

You will receive an automatic response to your email confirming receipt of your application by the system.

Incomplete applications will not be considered. Please make sure you have provided all requested materials

*Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period (e.g. fee, health insurance, vaccination and any other relevant expenses related to the performance of services). Travel costs to and from duty station must be included in the financial proposal.

Payments will be made only upon confirmation of UNDP on delivering on the contract obligations in a satisfactory manner.

Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director. Consultants are also required to comply with the UN security directives set forth under dss.un.org. General Terms and conditions as well as other related documents can be found under: <http://on.undp.org/t7fJs>.

Due to large number of applications we receive, we are able to inform only the successful candidates about the outcome or status of the selection process.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture. Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

Annexes to the TE ToR

ToR Annex A: Project Logical/Results Framework

ToR Annex B: Project Information Package to be reviewed by TE Consultant

ToR Annex C: Content of the TE report

ToR Annex D: Evaluation Criteria Matrix template

ToR Annex E: UNEG Code of Conduct for Evaluators

ToR Annex F: TE Rating Scales and TE Ratings Table

ToR Annex G: TE Report Clearance Form

ToR Annex H: TE Audit Trail template

Annex 2: TE Mission Itinerary

Mission 1

28 June 2021	Travel by car from Budva (Montenegro) to Podgorica (Montenegro)
29 June 2021	Meeting with Ivana Stojanovic (Focal Point for Montenegro)
29 June 2021	Meeting with Novak Cadjenovic (Head of Project Office in Montenegro)
29 June 2021	Return by car to Split

Mission 2

6 July 2021	Travel from Split to Athens
7 July 2021	Meeting with Dimitris Faloutsos, GWP-Med, Drin Project Manager
8 July 2021	Travel from Athens to Split

Annex 3: List of persons interviewed

Implementing Agency

Mr. Vladimir Mamaev, Regional Technical Advisor, UNDP IRC
Ms. Elvita Kabashi, Project Director, UNDP Albania
Ms. Xhesi Mane, Project Assistant, UNDP Albania
Mr. Anton Selitaj, Programme Officer, UNDP Kosovo

Executing Agency

Mr. Dimitris Faloutsos, Project Manager, GWP-Med
Mr. Peter Whalley, Consultant
Mr. Novak Cadjenovic, Project Office, Montenegro

Kosovo

Ms. Letafete Latifi, Head of Hydromed Institute
Ms. Manduha Gojani, Head of Planning Division at RBDA

Montenegro

Ms. Ivana Stojanovic, Ministry of Ecology, Spatial Planning and Urbanism
Mr. Aleksandar Mijovic, National Parks of Montenegro
Mr. Milo Radovic, Water Directorate

North Macedonia

Ms. Radmila Boskovska, Head of Sector, HYDROMED
Mr. Ylber Mirta, Head of Water Sector, Ministry of Environment

Annex 4: List of documents reviewed

- Project documents
- PIFs
- Project Board meetings' minutes
- Stakeholder meetings' reports
- PIRs
- Workplans
- Financial reports
- Co-financing letters
- MTR report
- Workshop reports
- Project outputs
- UNDP Social and Environmental Screening
- GEF IW Tracking Tool
- Audit reports

Annex 5: Evaluation question matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
Relevance – How does the project relates to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?			
<ul style="list-style-type: none"> • To what extent are the projects' objectives aligned with international and national priorities in transboundary water governance? • Do the projects' objectives fit GEF IW and UNDP strategic priorities and how do they support the GEF IW focal area? • Were project partners adequately identified and were they involved in the project design and inception phase? • To what extent are the projects' designs, objectives and outcomes aligned with the needs and requirements of key partners and stakeholders? • To what extent have the projects contributed to gender equality, empowerment of women and human rights of target groups, including in relation to sustainable development? 	<ul style="list-style-type: none"> • Alignment with international and national priorities • Alignment with GEF IW and UNDP strategic priorities • Evidence of partner identification process and of partner involvement in project design and implementation • Evidence that partners' and stakeholders' needs and requirements were taken into consideration • Evidence that gender equality, human rights and sustainable development were taken into consideration in project design and implementation • Quantity and quality of references to gender equality, human rights and sustainable development in project activities and outputs 	<ul style="list-style-type: none"> • ProDoc, PPG, PIF, CEO endorsement • Project Inception Report • PIRs, AWP, PSC minutes • SESP documents • Project output reports • PCU team • UNDP, GEF • Project partners 	<ul style="list-style-type: none"> • Document review • Online interviews or face to face • Email
Effectiveness – To what extent have the expected outcomes and objectives of the project been achieved			

<ul style="list-style-type: none"> • Have the changes to the Results Frameworks' indicators and targets recommended in the Mid Term Review been adopted and implemented? • Have there been any changes to planned activities and outputs since the Mid Term Review, and if so, how was the implementation schedule and budget adapted to accommodate the changes? • Has the project delivered their outputs and outcomes against the indicators and targets provided in the Results Framework? • What are the main factors that have contributed to achieving (or not achieving) the intended objectives, outcomes and outputs? • What are the positive or negative, intended or unintended changes brought about by the projects' interventions? • To what extent has the project increased knowledge and understanding of partners and beneficiaries on transboundary water ecosystems? 	<ul style="list-style-type: none"> • Confirmation that changes recommended by MTR adopted and implemented • Changes to Results Framework since MTR • Status of outputs and outcomes achievement • PIR narrative analysis • Evidence that beneficial development effects are being generated • Perspectives of PCU, partners and stakeholders 	<ul style="list-style-type: none"> • Results Frameworks, PIRs, AWP, PSC meeting minutes • Mid Term Review • PCU team • UNDP, GEF • Project partners 	<ul style="list-style-type: none"> • Document review • Online interviews or face to face • Email
Efficiency – Was the project implemented efficiently, in-line with international and national norms and standards?			
<ul style="list-style-type: none"> • Was the Project Document sufficiently clear and realistic to enable effective and efficient implementation? • Were any delays encountered in project start up and 	<ul style="list-style-type: none"> • Quality of project design • Evidence of delays and their impact on project implementation • Clarity of project management structure 	<ul style="list-style-type: none"> • Results Frameworks, PIRs, AWP, PSC meeting minutes • Mid Term Review • PCU team • UNDP, GEF 	<ul style="list-style-type: none"> • Document review • Online interviews or face to face • Email

<p>implementation? What were the causes of the delays, if any, and how have these been resolved?</p> <ul style="list-style-type: none"> • Have work-planning processes been based on results-based management and has the Results Framework been used as a management tool? • Has the project management structure operated effectively, producing efficient results and synergies? • Was the PCU effective in providing leadership towards achieving the project results? • Was the PCU able to adapt to changing circumstances and solve problems as they arose? • Were adaptive management changes reported by the PCU and shared with the PSC and other key stakeholders? • Were progress reports produced accurately, timely and in accordance with reporting requirements? 	<ul style="list-style-type: none"> • Evidence of adaptive management, problem solving and reporting • Evidence that project management decisions have delivered efficient results • Quality and timeliness of progress reports 	<ul style="list-style-type: none"> • Project partners 	
<ul style="list-style-type: none"> • Did the PCU maintain productive relationships and communications with the partners and other key stakeholders throughout implementation? • Has communication between the PCU, UNDP, GEF and the stakeholders been clear, effective and timely? 	<ul style="list-style-type: none"> • Quality and timeliness of communications between PCU, partners and other stakeholders • Perspectives of partners and stakeholders • Quality and timeliness of communication between GWP-Med and UNDP administrative units. 	<ul style="list-style-type: none"> • PIRs, PSC meeting minutes, project correspondence (as available) • Project partners • PCU team, GWP-Med administration, UNDP 	<ul style="list-style-type: none"> • Document review • Online interviews or face to face • Email

<ul style="list-style-type: none"> Has the coordination between UNDP and GWP-Med administrative systems been efficient allowing for the timely transfer of funds? Have there been any problems or delays and if so, what impact did these have on implementation and how were they resolved? 	<ul style="list-style-type: none"> Timeliness of transfer of funds against project budget requirements and allocation to budget lines Impact of delays in funds transfers on implementation 		
<ul style="list-style-type: none"> Have financial, human and technical resources been allocated strategically to achieve project results? Were the accounting and financial systems in place adequate for project management and for producing accurate and timely financial information? Were the project's implementations as cost effective as originally proposed (planned vs actual)? Did the leveraging of funds (co-financing) happen as planned? 	<ul style="list-style-type: none"> Extent to which funds were used to deliver results in accordance with the expectations of the ProDoc Demonstrable financial control and due diligence Evidence of communication between project management and financial management teams Details of co-financing received against co-financing pledged 	<ul style="list-style-type: none"> PIRs, PSC meeting minutes, project correspondence (as available) Budget reports Co-financing pledge letters Co-financing tables PCU team, GWP-Med administration, UNDP 	<ul style="list-style-type: none"> Document review Review of budget reports Online interviews or face to face Email
<ul style="list-style-type: none"> To what extent were partnerships/linkages between institutions/ organizations encouraged and supported and how efficient were the cooperation and collaboration arrangements? To what extent have project-level monitoring and evaluation systems, reporting and project communications supported the project's implementation? 	<ul style="list-style-type: none"> Documentary and verbal evidence of cooperation and collaboration arrangements Timely and meaningful monitoring and evaluation of project activities Funding and resource allocation for M&E 	<ul style="list-style-type: none"> PIRs, PSC meeting minutes, project correspondence PCU team, UNDP, GEF Project partners ProDoc, PIRs, AWP, PSC meeting minutes PCU team, UNDP, GEF 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email

<ul style="list-style-type: none"> Are there sufficient resources allocated for monitoring and evaluation and are these being used effectively? 			
Sustainability – To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?			
<u>Financial Risks to Sustainability</u> <ul style="list-style-type: none"> To what extent is the sustainability of projects' results likely to depend on continued financial support? What is the likelihood that any additional financial resources will be available to sustain the projects' results once the GEF assistance ends? 	<ul style="list-style-type: none"> Estimates of financial and human resource requirements to sustain project results Evidence of financial and human resource commitments to sustain project results Evidence of project exit strategy Perception of PCU, UNDP, GEF and other key partners and stakeholders 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, Mid Term Review PCU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
<u>Socio-economic Risk to Sustainability</u> <ul style="list-style-type: none"> To what extent have the projects' intervention strategies created ownership of the key international and national stakeholders? What is the risk that the level of stakeholder ownership will be insufficient to sustain the project outcomes/benefits? Has the project achieved stakeholders' consensus regarding courses of action on project activities after the project's closure date? 	<ul style="list-style-type: none"> Evidence of ownership of project outcomes by key partners and stakeholders Exit strategies for the projects have been reviewed by the PSC and a plan agreed Course of action on project activities after the project's closure agreed by stakeholders 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, Mid Term Review PCU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
<u>Institutional Risk to Sustainability</u> <ul style="list-style-type: none"> Has the project developed sufficient institutional capacity (systems, structures, staff, expertise, etc.) to ensure sustainability of results achieved by the project? 	<ul style="list-style-type: none"> Systems, structures, staff and expertise to ensure sustainability of project results established Capacity of institutions and programmes to sustain and build on project outcomes developed 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, Mid Term Review PCU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email

<ul style="list-style-type: none"> What are the projects' potentials for scaling-up and replication in terms of the needs expressed by institutional partners and stakeholders? 	<ul style="list-style-type: none"> Institutional partners and stakeholders' needs for scaling-up and replication of specific aspects of the projects have been reviewed by the PSC 		
<u>Environmental Risks to Sustainability</u> <ul style="list-style-type: none"> Are there environmental factors that could undermine the project's results, including factors that have been identified by project stakeholders? 	<ul style="list-style-type: none"> Risk assessment of environmental factors that could undermine the project's results conducted and updated 	<ul style="list-style-type: none"> ProDoc, SESP reports, PIRs, PSC meeting minutes, Mid Term Review, PCU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
Gender equality and women's empowerment - How did the project contribute to gender equality and women's empowerment?			
<ul style="list-style-type: none"> How did the project contribute to gender equality and women's empowerment? 	<ul style="list-style-type: none"> Level of progress of gender action plan and gender indicators in results framework 	<ul style="list-style-type: none"> Project documents PCU team Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
<ul style="list-style-type: none"> In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes? 	<ul style="list-style-type: none"> Existence of logical linkages between gender results and project outcomes and impacts 	<ul style="list-style-type: none"> Project documents PCU team Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
Impact – Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?			
<ul style="list-style-type: none"> To what extent are key stakeholders/final beneficiaries satisfied with the benefits generated by the project? Is there any evidence that the project has achieved impact or enabled progress towards reduced environmental stress and/or improved ecological status? 	<ul style="list-style-type: none"> Extent to which stakeholders/final beneficiaries have expressed satisfaction with the benefits generated by the project Indications that project has achieved impact or achieved progress towards reduced environmental stress and/or improved ecological status 	<ul style="list-style-type: none"> PIRs, PSC meeting minutes, PCU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email

Annex 6: MTR Recommendations

1. The project should have a no cost extension of until 28 February 2021 to ensure sufficient time for the outcome impacts to be fully realized. The reasoning for this includes i) a delay in starting project activities due to a) securing “no-objection” from Albania for GWP ground staff b) the decision to ensure that parallel activities could be conducted in the Kosovo (White Drini) project; ii) the TDA taking longer than anticipated due to a) delays in achieving field monitoring results due to the delayed start, b) delays in the thematic report on Hydrology ; iii) the establishment of an unforeseen, but highly important and country driven Expert Working Group on Flood Control which needs time to convene and provide meaningful input for the SAP; iv) greater time for SAP development than envisioned in ProDoc, v) taking advantage of the large Annual stakeholder and DCG meeting in November 2020 to showcase its achievements and forward the SAP; and vi) ensuring sufficient time to close the project (2-3 months). Based on the release of funds to date, it is reasonable to assume that there will be sufficient funds to continue until the recommended date.
2. The Outcome 2 Indicator #1 should be reworded to read *“The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA”,* and its associated target should be changed accordingly. The Outcome 2 Indicator #2 should be reworded to read *“A Strategic Action Programme (SAP with a 5 year time horizon) consistent with the 2011 Drin Shared Vision MoU and based on TDA findings, is approved by the DCG. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities”.*
3. The budget associated with Outcome 2 indicator #1 should be reduced to reflect the new level of effort envisioned, and a commensurate amount should be added to indicator #2.
4. The verification for Outcome 4 Indicator 1 should read, *“TORs are developed for EWGs, meetings of the EWGs are held, and related reports include recommendations for the DCG to implement the project and the Drin MoU”.*
5. Outcome 4 indicator 2 should be reworded to *“Inter-ministerial committees are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG”.* The respective target should be expanded to *“The Inter-Ministerial Committees are established and/or functional inter-sectoral dialogue at the national level is conducted.”*
6. It is important that Kosovo move alongside its neighbours in addressing Drin Basin challenges. It is not eligible for vertical funding and efforts by GWP-Med, and both UNDP IRH and Kosovo, should be exercised to leverage bi-lateral funding for inclusion of Kosovo. At the very minimum continuation for Kosovo participation in DCG and SAP implementation should be ensured through their participation as “experts in their respective fields”.
7. Greater emphasis should be placed on the Expert Working Group on Floods, as it provides an entry point for power companies into the SAP development and basin management in general. The EWG should have its TOR expanded, if necessary, to discuss possibilities of how to enhance power generation as well as balance flood control. Seek to change the name to *Flood Control and Power Enhancement*. The EWG on flood control should consider as part of the SAP development:
 - A study in looking to examine a cascade approach to facility operations while maximizing flood control and power benefits based on the previous EU Regional Strategy for Sustainable Hydropower in the Western Balkans.⁹⁶
 - Exploring additional storage developed in the White Drini with a primary function of flood control, augmenting power generation at the 500MW dam at Fierzë in Albania,

and possibly opportunistic power generation in Kosovo. An example could be taken from the Duncan dam in the Columbia system.

- A study to look at “ecosystem approach to flood management”, such as the development of constructed flood plains or groundwater recharge zones.
8. Undertake to determine what interests power companies may have in participating in a Drin Basin Management Plan. This would include addressing pollution and debris entering turbines, and increasing the life span of the reservoirs through sedimentation control (re-forestation and protection of riparian zones, upstream storage, road and development planning etc.).
 9. In preparing to undertake the focal groups associated with the development of the SAP, care should be taken to not create over-expectations of what can be delivered within the scope of the current project. It should contain a mix of on-the ground measures that can be easily be decided on (such as diversion of the Sateska river from Lake Ohrid), but also for additional planning and data gatherings and analysis. A target should be to have an agreed SAP by June 30, 2020 for submission to GEF as a precursor for applying for GEF 7 funding for SAP implementation.
 10. The Information Management System should first be functional to serve the needs of the DCG decision making, and the beneficiary national bodies (as it currently does). Its development into a more sophisticated automated system, as initially envisioned, should be considered for inclusion in SAP implementation.
 11. Continue to push for better cooperation with World Bank Albania Water Resources and Irrigation Project.
 12. Effort should be placed on finding out the status of complimentary projects to better assess co-financing for the terminal evaluation.

Annex 7: Revised Strategic Results Framework

STRATEGIC RESULTS FRAMEWORK					
Objective	To foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar).				
	Objectively Verifiable Indicators				
Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
Outcome 1. Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability, reached through joint fact finding	1. The Transboundary Diagnostic Analysis of the Extended Drin River Basin, consistent with the projects in accordance with the WFD in sub-basins, and identifying main issues of transboundary concern and drivers of change, is completed and approved by countries.	Project countries have pursued the management of the shared water resources of the Drin River Basin, both surface and groundwater, predominantly from a national perspective. Countries are at different levels with regard to the EU accession, and implementation of the WFD including the preparation of RBM plans; when RBM plans are being prepared, this is not done in coordination with neighbouring countries. Bilateral and multi-lateral agreements concerning lake sub-basins are in place (Ohrid, Prespa,	Approval of TDA by the Drin Core Group.	Final TDA document. Reports of analyses undertaken as part of the TDA. Meeting minutes and record of approval by Drin Core Group. PIRs, midterm and final evaluations. Information available on official websites at UNDP, project website, and national government websites.	Cooperation between multiple technical and scientific working groups is maintained throughout the TDA process. National-level budgets for participating ministries remain approximately at the same level. Countries and data owners agree to contribute data and information, and to make data freely available.

	2. Information management system containing data gathered through the TDA is established.	<p>Skadar), but coordination, recognition of transboundary issues at Drin basin level and overall IWRM approach are lacking.</p> <p>Information and data related to the management of Drin Basin are dispersed among countries and institutions.</p>	Establishment of an Information Management System (IMS) that will enable the DCG, and country users to collect, store, and share data and information in a consistent way.	Information Management System (IMS)	RBM plans preparation responsible Ministries in Drin countries and international organizations assisting Drin countries in preparing the RBMs agree to actively contribute to the TDA process.
Outcome 2. Visioning process opens the way for systematic cooperation in the management of the transboundary Drin River Basin	1. The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA	<p>Countries adopting fragmented approach to water resources utilization and environmental protection with little consideration of transboundary implications and freshwater ecosystems sustainability.</p> <p>A Shared Vision for the management of the Drin Basin has been developed through a multi-stakeholders process and adopted by the Drin</p>	Expert opinion that the Shared Vision is consistent with the findings of the TDA.	Meeting minutes and record of approval by Drin Core Group.	<p>Informed consensus strengthened by joint scientific fact-finding (TDA) facilitates agreement on feasible environmental quality objectives (EQOs).</p> <p>Identified indicators will be feasible given the technology available in the countries.</p>

	<p>2. A Strategic Action Programme (SAP with a 5 year time horizon) consistent with the 2011 Drin Shared Vision MoU and based on TDA findings, is approved by the DCG. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities.</p>	<p>Riparians as part of the Drin MoU.</p> <p>Lack of an overarching basin-wide science based framework for the implementation of the medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.</p>	<p>SAP formulated and endorsed by the Drin Core Group and adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting – see Outcome 4.3).</p>	<p>Strategic Action Program document endorsed by the DCG.</p>	<p>The TDA – Vision process facilitates Government level agreement on and commitment to undertake needed reforms and investment.</p>
<p>Outcome 3. Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments</p>	<p>1. Partnership Conference, aimed at raising awareness and interest of the international community and ODA providers on sustaining countries commitment to SAP implementation.</p>	<p>Donor interest in the region, technical assistance and investments do not respond to a strategic vision to address transboundary issues in the Drin Basin and sub-basins in an integrated manner.</p>	<p>Partnership Conference held.</p>	<p>Partnership Declaration issued at the end of the Conference</p>	<p>Strategic vision reflected in concrete actions in the SAP will attract sustained interest from donors and ODA providers in facilitating SAP implementation.</p>

<p>Outcome 4. The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin</p>	<p>1. The three Drin Core Group (DCG) Expert Working Groups (EWG) become fully operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and act as a Joint Commission.</p> <p>2. Inter-ministerial committees are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG.</p> <p>3. A Strategic Action Program (SAP with horizon 5 years) is adopted by the countries.</p> <p>4. DCG members, DCG</p>	<p>The institutional structure for the implementation of the Drin MoU comprise of:</p> <ul style="list-style-type: none"> - Meeting of the Parties (MOP; Parties are represented by Ministers). The MOP takes place on an annual basis. - Drin Core Group, established as a result of the Drin Dialogue Project (UNDP/UNECE/GWP-Med). Its success has fostered the formulation and approval of the present project. - Three Expert Working Groups (1. Implementation of Water Framework Directive; 2. Monitoring and Information Exchange; 3. Biodiversity and Ecosystems). The EWGs have been established but are not yet operational hence can't provide the necessary assistance to the DCG for the latter to assume the full range of responsibilities 	<p>The DCG Expert Working Groups become operational in assisting the DCG to assume the full range of responsibilities stemming from the Drin MoU.</p> <p>The Inter-Ministerial Committees are established and/or functional inter-sectoral dialogue at the national level is conducted.</p>	<p>TORs are developed for EWGs, meetings of the EWGs are held, and related reports include recommendations for the DCG to implement the project and the Drin MoU. Work Plans for each EWG are prepared and approved by DCG;.</p> <p>Inter-ministerial bodies are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG.</p> <p>Strategic Action Program document agreed upon by all project countries at ministerial level.</p> <p>Records of completed training programs and lists of attendees.</p>	<p>Momentum gained through the Drin Dialogue is sustained by the present project and ensures political commitment to multi-country cooperation for the management of the Extended Drin Basin.</p> <p>The TDA – Vision process facilitates Government level agreement on and commitment to undertake needed reforms and investment.</p>
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	<p>working group members, water and land managers, policy makers and other practitioners are trained in surface/groundwater management, IWRM, implementation of international policy instruments (WFD, UNECE Water Convention), and other relevant disciplines and technologies.</p>	<p>stemming from the Drin MoU.</p> <p>Lack of an overarching basin-wide science based framework for the implementation of the medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.</p>	<p>SAP adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting).</p> <p>Full and successful participation of all DCG members and expert groups, and of qualified representatives of land-water managers and practitioners in training activities.</p>		
<p>Outcome 5. Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region</p>	<p>1. Program of Pilot Demonstrations, responding to the Drin MoU approved by countries during inception period is implemented resulting in:</p>	<p><i>Regional experience so far does not include testing of IWRM in a large basin, coping measures for climate variability and change, nutrient management, amongst others.</i></p>	<p>Program fully implemented by the end of the project.</p>	<p>Final reports of all pilot demonstrations.</p> <p>PIRs, Mid-term and Final Evaluations.</p> <p>Project Website.</p>	<p>Countries and local stakeholders and authorities will support full development of the Program.</p>

	<p><i>- Management Plan for Ohrid Lake is prepared;</i></p> <p><i>- Integrated modelling tool is developed assisting in appropriate quality for treated effluents and appropriate wastewater management solution for Shkodra city in Albania to be determined.</i></p> <p><i>- Facility, equipment and scheme for production of fuel-briquettes from Skadar Lake macrophytes biomass are tested as means for</i></p>	<p><i>A Basin Management Plan is not in place in Lake Ohrid; the preparation, in accordance to the WFD, of a basin management plan for a shared water body is not tested in the Drin Basin.</i></p> <p><i>Shkodra city is a pollution hotspot affecting areas of paramount ecological importance.</i></p> <p><i>Nutrients enter the Shkoder/Skadar lake through its tributary, Moraca. De-forestation takes places in the Montenegrin part and collected wood is used for heating purposes.</i></p>	<p><i>The Ohrid Basin Management Plan is prepared and the WFD approach for the preparation of a management plan in a Drin's transboundary sub-basin is tested.</i></p> <p><i>Scientific sound solutions to address unsustainable wastewater management are identified; the tool used in this regard can be used in other ecologically sensitive areas facing similar pollution issues.</i></p> <p><i>A solution for the removal of nutrients loads from the lake and the reduction of pressure on forests is tested.</i></p>	<p><i>Ohrid Basin Management Plan.</i></p> <p><i>Report describing methodology and outcomes; modelling tool.</i></p> <p><i>Facility, equipment and scheme for production of fuel-briquettes from Skadar Lake macrophytes.</i></p>	<p><i>Competent institutions, including scientific, in Albania and FYR Macedonia participate in the preparation of the plan. GIZ provide data and information produced through related activities it supports.</i></p> <p><i>Shkodra municipality collaborates and facilitates the implementation of the pilot activity including through the provision of necessary information and data.</i></p>
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	<p><i>the reduction of nutrient load in Shkoder/Skadar lake.</i></p> <p><i>- Ad hoc Flood Expert Working Group is established and feasibility for flood insurance is tested in priority areas to</i></p> <p><i>A joint monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro is developed and tested.</i></p>	<p><i>Floods have been having detrimental effects across the Drin Basin. The issue can't be dealt with effectively with unilateral action. Related instruments/approaches and cooperation among Drin Riparians is necessary but absent.</i></p> <p><i>Monitoring systems in Drin Riparians are not harmonized undermining cooperation for the management of the transboundary Drin's sub-basins.</i></p>	<p><i>[Facilitate cooperation among Drin Riparians for the management of flood risk implementing approaches new to the area.]</i></p> <p><i>A transboundary monitoring network is tested,</i></p>	<p><i>Reports of meetings of Expert Working Group; Assessment report regarding feasibility for flood insurance</i></p> <p><i>Transboundary monitoring network and results of testing report including related maps.</i></p>	<p><i>Competent Montenegrin institutions meaningfully cooperate with the project for the implementation of the activity.</i></p> <p><i>Countries agree in the establishment of an expert working Group under the Drin Core Group, agree on the ToR for and the preparation of all components of flood prone areas identification and mapping in the Drin catchment as well as in the preparation of emergency operation rules for dams. The different institutions related</i></p>
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			capacitating Drin Riparians to replicate this in the rest of the Drin's sub-basins.		to flood management and the Power Companies in the Drin Riparians meaningfully participate in the work, consultations and negotiations and provide necessary data and information. Flood risk assessment work done by GIZ and UNDP become available to the project. The Albanian and Montenegrin authorities and institutions that are responsible for surface and groundwater monitoring are meaningfully involved and cooperate for the implementation of the activity.
Outcome 6. Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming	1. Stakeholder Involvement and Gender Mainstreaming Strategy is defined and adopted by Drin Core Group.	Level of public participation in decision-making is unclear in all countries, with efforts being made to introduce/implement legislation leading to increased stakeholder involvement and public participation. Gender issues not yet considered.	Drin Core Group approval of Stakeholder Involvement and Gender Mainstreaming Strategies.	Two Documents containing the Strategies and evidence of adoption by DCG. Reports reflecting participatory approach and gender equity in project's events and processes.	Countries and DCG members committed to embrace more participatory approaches in basin management.

<p>Outcome 7. Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives</p>	<p>1. Information, Communication and Outreach Strategy is prepared and implemented.</p>	<p>Public awareness of natural resource sustainability issues and of water governance and management is generally scarce.</p>	<p>Communication activities support the preparation and adoption of the TDA and the SAP. All the project's main events, findings and achievements recorded and disseminated through media events and ICT. Project's active participation to IW LEARN activities and events using at least 1% of GEF grant.</p>	<p>Website documents outreach activities. Communication activities (tailored made communication to targeted stakeholders including emails, publications etc.) Project results and achievements presented at major international fora (WWF, IWC, WWW, etc.), project website established in accordance to IWLEARN standards, experience notes produced, participation of project representatives in IW biannual conferences.</p>	<p>N/A</p>
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Annex 8: Co-financing table

Co-Financing Table

Co-Financing (type/source)	UNDP financing (US\$)		Government financing (US\$)		Partner Agency (US\$)		Total (US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	30,000	30,000					30,000	30,000
Loans/Concessions					42,000,000 (WB)	42,000,000 (WB)	162,000,000	162,000,000
					120,000,000 (KFW)	120,000,000 (KFW)		
In kind support			1,260,000	1,260,000	61,054,871	61,054,871	62,314,871	62,314,871
Others	5,334,221	5,334,221					5,334,221	5,334,221
Totals	5,364,221	5,364,221	1,260,000	1,260,000	223,054,871	223,054,871	229,679,092	229,679,092

Confirmed Sources of Co-Financing at TE Stage

Sources of Co-Financing	Name of Co-Financer	Type of Co-Financing	Investment Mobilized/Recurrent Expenditure	Amount (US\$)
Implementing agency	UNDP	In kind and cash	Investment Mobilized	5,364,221
Recipient Government	Albania Kosovo Montenegro North Macedonia	In kind	Investment Mobilized	1,260,000
Donor Agency	World Bank	Loans	Investment mobilised	42,000,000
Donor Agency	Swedish SIDA – Albania office	In kind	Investment Mobilized	6,800,000
Donor Agency	Swedish SIDA – Kosovo office	In kind	Investment Mobilized	7,211,027
Donor Agency	EU IPA pre-accession funds	In kind	Recurrent Expenditure	2,700,000
Donor Agency	KfW	Loans and in kind	Investment Mobilized	123,578,000
Donor Agency	Swiss Cooperation	In kind	Investment Mobilized	33,000,000
Donor Agency	GIZ	In kind	Investment Mobilized	6,790,000
Donor Agency	JICA	In kind	Investment Mobilized	332,344
Other	UNECE	In kind	Recurrent Expenditure	130,000
IGO	GWP	In kind	Investment Mobilized	213,500
Donor Agency	ADA	In kind	Recurrent Expenditure	300,000

Annex 9: TE Rating scale

Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight, Execution, Relevance	Sustainability ratings:
<p>6 = Highly Satisfactory (HS): exceeds expectations and/or no shortcomings</p> <p>5 = Satisfactory (S): meets expectations and/or no or minor shortcomings</p> <p>4 = Moderately Satisfactory (MS): more or less meets expectations and/or some shortcomings</p> <p>3 = Moderately Unsatisfactory (MU): somewhat below expectations and/or significant shortcomings</p> <p>2 = Unsatisfactory (U): substantially below expectations and/or major shortcomings</p> <p>1 = Highly Unsatisfactory (HU): severe shortcomings</p> <p>Unable to Assess (U/A): available information does not allow an assessment</p>	<p>4 = Likely (L): negligible risks to sustainability</p> <p>3 = Moderately Likely (ML): moderate risks to sustainability</p> <p>2 = Moderately Unlikely (MU): significant risks to sustainability</p> <p>1 = Unlikely (U): severe risks to sustainability</p> <p>Unable to Assess (U/A): Unable to assess the expected incidence and magnitude of risks to sustainability</p>

Annex 10: Signed UNEG Code of Conduct form

Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form

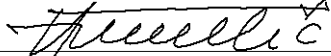
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Evaluator: IVICA TRUMBIC

Name of Consultancy Organization (where relevant): _____

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at SPLIT (Place) on 31/8/2024 (Date)

Signature: 

Annex 11: Signed TE Report Clearance form

Terminal Evaluation Report for <i>(Project Title & UNDP PIMS ID)</i> Reviewed and Cleared By:	
Commissioning Unit (M&E Focal Point)	
Name: _____	
Signature: _____	Date: _____
Regional Technical Advisor (Nature, Climate and Energy)	
Name: _____	
Signature: _____	Date: _____