



Enhancing Financial Sustainability of the Protected Area System in Albania (PIMS 5602; GEF ID 9289)

Terminal Evaluation

Final Report

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KEY DATA

Name of the Project: Enhancing Financial Sustainability of the Protected Area System in Albania

UNDP PIMS #: 5602

GEF Project ID #: 9289

Terminal Evaluation Time frame: February 2022 – May 2022

Date of MTR Report: December 2019

Region and countries included in the project: RBEC; Albania

GEF Operational Focal Area: Biodiversity

Implementing Agency: UNDP

Executing Partner: UNDP

Terminal Evaluation Consultant: Ivica Trumbić

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Table of Contents

List of Acronyms	5
Executive Summary	6
1 Introduction	12
1.1 Purpose and Objective of Terminal Evaluation	12
1.2 Scope	12
1.3 Methodology	13
1.4 Data Collection and Analysis	13
1.5 Ethics	14
1.6 Limitations to the Evaluation	14
1.7 Structure of the Terminal Evaluation Report	14
2 Project Description	15
2.1 Project Start and Duration	15
2.2 Development Context	15
2.3 Problems that the Project Sought to Address	16
2.4 Immediate and Development Objectives of the Project	17
2.5 Expected Results	17
2.6 Main Stakeholders	17
2.7 Theory of Change	19
2.8 Total Resources	21
2.9 Key Partners in the Project	21
3 Findings	21
3.1 Project Description/Formulation	21
3.1.1 Analysis of Results Framework	21
3.1.2 Assumptions and Risks	21
3.1.3 Lessons from Other Relevant Projects	22
3.1.4 Planned Stakeholder Participation	22
3.1.5 Linkages Between Project and Other Interventions Within the Sector	22
3.1.6 Gender Responsiveness of Project Design	22
3.1.7 Social and Environmental Safeguards	22
3.2 Project Implementation	23
3.2.1 Adaptive Management	23
3.2.2 Actual Stakeholder Participation and Partnership Arrangements	23
3.2.3 Project Finance and Co-finance	24
3.2.4 Monitoring & Evaluation	26
3.2.5 UNDP Implementation/oversight	27
3.2.6 Risk Management	28
3.3 Project Results and Impacts	31
3.3.1 Progress Towards Objective and Expected Outcomes	31
3.3.2 Relevance	36
3.3.3 Effectiveness	37
3.3.4 Efficiency	38

3.3.5	Overall Outcome	38
3.3.6	Sustainability	38
3.3.6.1	Financial	39
3.3.6.2	Socio-economic	39
3.3.6.3	Institutional Framework and Governance	39
3.3.6.4	Environmental	39
3.3.6.5	Overall Likelihood	39
3.3.7	Country Ownership	40
3.3.8	Gender and Women's Empowerment	40
3.3.9	Cross-cutting Issues	40
3.3.10	Catalytic Role / Replication Effect	41
3.3.11	Progress to Impact	41
4	<i>Main Findings, Conclusions, Recommendations and Lessons Learned</i>	42
4.1	Main Findings	42
4.2	Conclusions	43
4.3	Recommendations	43
4.4	Lessons Learned	44
Annexes		45
Annex I:	TE ToR (excluding ToR annexes)	45
Annex II:	TE Mission itinerary	53
Annex III:	List of persons interviewed	54
Annex IV:	List of documents reviewed	55
Annex V:	Evaluation Matrix	56
Annex VI:	Questionnaire used for interviews	62
Annex VII:	TE Rating scales	63
Annex VIII:	Signed UNEG Code of Conduct form	64
Annex IX:	Signed TE Report Clearance Form	65
Annex X:	TE Audit Trail (<i>Annexed in a separate file</i>)	66
Annex XI:	GEF/LDCF/SCCF Core Indicators or Tracking Tools (<i>Annexed in a separate file</i>)	67

List of Acronyms

APR	Annual Project Review
BD	Biodiversity
CBD	Convention on Biological Diversity
CDR	Combined Delivery Report
CEO	Chief Executive Officer
CO	Country Office
DCM	Decision of Council of Ministers
DKNP	Divjaka-Karavasta National Park
DNP	Dajti National Park
EIA	Environmental Impact Assessment
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoA	Government of Albania
JICA	Japan International Cooperation Agency
LKC	Llogara-Karaburuni Complex
M&E	Monitoring and Evaluation
MoE	Ministry of Environment
MoTE	Ministry of Tourism and Environment
MoU	Memorandum of Understanding
MSP	Mid-Sized Project
MTR	Mid-Term Review
NAPA	National Agency for Protected Areas
NCSA	National Capacity Self-Assessment
NGO	Non-Governmental Organisation
NIM	National Implementation Modality
PA	Protected Area
PC	Project Coordinator
PMU	Project Management Unit
PIF	Project Identification Form
PIR	Project Implementation Report
POWPA	Programme of Work on Protected Areas
PRF	Project Results Framework
ProDoc	Project Document
PSC	Project Steering Committee
RAPA	Regional Agency for Protected Areas
REC	Regional Environment Center
SDG	Sustainable Development Goal
SESP	Social and Environmental Safeguards Procedure
SMART	Specific, Measurable, Achievable, Relevant, Timely (Indicators)
SRF	Strategic Results Framework
TE	Terminal Evaluation
ToC	Theory of Change
ToR	Terms of Reference
UNDP	United Nations Development Program
UNEG	United Nations Evaluation Group

Executive Summary

Project Information Table

Project Details		Project Milestones	
Project Title:	Enhancing Financial Sustainability of the Protected Area System in Albania	PIF Approval Date:	March 2015
UNDP Project ID (PIMS #):	5602	CEO Endorsement Date:	September 8, 2015
GEF Project ID:	9289	Project Document (ProDoc) Signature Date:	February 16, 2017
UNDP Atlas Business Unit, Award ID, Project ID:	Alb10 00089253 00095579	Date project manager hired:	January 2018
Country(ies):	Albania	Inception Workshop date:	March 13, 2017
Region:	RBEC	Midterm Review date:	December 11, 2019
Focal Area:	Biodiversity	Terminal Evaluation Completion Date	May 13, 2022
GEF Operational Programme or Strategic Priorities/ Objectives:	BD-1 Program 1 Outcome 1.1 Increased revenue for protected area systems and globally significant protected areas to meet total expenditures required for management	Planned Operational Closure date:	August 15, 2022
Trust Fund:	GEF TF		
Implementing Partners (GEF Executing Agency):	UNDP		
NGOs/CBO Involvement:	<p>The project ensured participation, involvement and liaison among local partners and stakeholders, notably with relevant NGOs/ CBOs, by means of permanent communication, information, and exchanges with each of these groups. Such actions have been part of the stakeholder's engagement plan.</p> <p>The main CBOs/NGOs involved were ACER (Community Participatory Approaches), "Flag Pine" (cleaning, signalization table and awareness in Llogara NP), "Diava & Seda Iliria" (Baseline assessment in Dajti NP), "Gjelberimi 2000" (awareness at Divjaka-Karavasta NP), "Adriatiku", "SEEP", "Diving Federation", "Auleda" (cleaning. Education and awareness in Vlora Bay), ABKONS (developing Landscape studies), Almedical (provision of panoramic binoculars), local Divjaka CBO (establishing Wildlife Fauna rehabilitation centre), "Miqesia Ulez" (tree planting services in Dajti NP), national NGO for training on capacity building and use of E-learning platform, REC (gender issue in PAs management)</p> <p>Local Vlora NGOs and Vlora University addressed further measures for conservation and monitoring of Posidonia meadows.</p>		
Private Sector Involvement:	<p>Private Sector participation captured the following cooperation areas:</p> <ul style="list-style-type: none"> Assessment for the Payment for Ecosystem Service with Bovilla Water supply at Dajti NP 		

	<ul style="list-style-type: none"> • Synergises amidst Tour Operators in Llogara and Karaburun-Sazan MPA for tourism survey and awareness • Pesca Tourism and support to Fishermen organisations in Vloa region and Divjaka-Karavasta NP, awareness for a sustainable fishing • Organising study visit in Croatian NPs deriving valuable knowledge and experience which assisted Albanian experts to learn a great deal from the neighbours' experience. <p>Several national experts and private companies were hired for development of financial sustainability National Planning & Framework for PAs system, for training & capacity building, PAs baseline assessments of management policies at the municipality level, developing unified outdoor hiking trails standards and respective regulation, provision of semi parking system for Dajti National Park, provision of services for developing web-based tracking tools app for financial sustainability analyses in PAs, Protected Areas Business Planning, Developing optimised patterns of the landscape and recreation areas in DK NP, and in Dajti NP, interventions in the 3 pilot areas, etc.</p>
Geospatial Coordinates of project sites:	<p>NP of Dajti is located in Tirana and Durres District, in the north-east part of Tirana. North: Fraveshit Height 41° 32' 11" N and 19° 47' 48" E, 41° 31' 52" N and 19° 54' 44" E. East: 41° 31' 52" N and 19° 54' 44" E, 41° 20' 29" N and 20° 09' 56" E; West: 41° 15' 26" N and 19° 57' 37" E, 41° 32' 11" N and 19° 47' 48" E. South: 41° 20' 29" N and 20° 09' 56" E, 41° 15' 26" N and 19° 57' 37" E.</p> <p>NP of Llogara is located in Vloa District. North: 43788304.59 E 4455899.28N 4381428.53E 4454556.69N; East: 4381428.53E/4454556.69N 4381428.53E/4452708.39N; South: 4381428.53E/4452708.39N 4477219.04E/4453829.8N; West: 4477219.04E/4453829.8N 43788304.59 E/4455899.28N</p> <p>The Divjakë-Karavasta National Park lies mostly between latitudes 40° and 55° N and longitudes 19° and 29° E, occupying 222.30 km² (85.83 sq mi) in Fier County in southwestern Albania. The approximately 35 kilometres long coastline is relatively flat, running from the mouth of Shkumbini to the mouth of Semani. The mean coordinates of the NP are 40°55'N dhe 19°30'E (Karavasta Lagoon)</p>

Financial Information

PDF/PPG	at approval (US \$)	at PDF/PPG completion (US \$)
GEF PDF/PPG grants for project preparation	30,000	30,000
Co-Financing for project preparation	NA	
Project	at CEO Endorsement (US \$)	at TE (US \$)
[1] UNDP Contribution	100,000	100,000
[2] Government	100,000	100,517
[3] Other multi-/bi-laterals	6,820,000	7,802,326
[4] Private Sector	-	-
[5] IGO/NGOs	-	-
[6] Total Co-financing [1+2+3+4+5]	7,020,000	8,002,843
[7] Total GEF Funding FSP Total GEF Funding MSP	1,420,000	1,420,000
[8] Total Project Funding [6+7]	8,440,000	9,422,843

Brief Description of the Project

The project objectives fit into the Government of Albania's strategies and priorities. It is fully aligned with the National Biodiversity Target 2 ('provide adequate resources for biodiversity') of the *National Biodiversity Strategy of Albania for the period 2012-2020*. It will specifically contribute to Objective 2.1 (*By 2020 at the latest, the financial resources for biodiversity from all sources should double compared to the average annual biodiversity funding for the years 2006-2010*). The project will assist the Government of Albania in responding to the critical need for 'administrative capacity building of staff of protected areas administrations' as identified in Albania's *Fifth National Report to the CBD* (2014). The PA Albania project is consistent with BD-1 (Improve Sustainability of Protected Area Systems) of the GEF's Biodiversity Focal Area Strategy. And finally, the project is consistent with the Sustainable Development Goal 15 (Life on Land - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss), in particular its target to mobilise and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.

The PA Albania project's objective is "...to reduce the funding gap for protected areas in order to improve their management effectiveness, particularly in respect of reducing the threats to, and improving the conservation status of, their biodiversity values". The project's intervention is organised into two components:

- **Component 1:** Improved financial planning and management capacity of the protected area system; and
- **Component 2:** Increased revenue from individual protected areas.

Evaluation Ratings Table

1. Monitoring & Evaluation (M&E)	Rating
M&E Design at entry	HS
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, conclusions and lessons learned

Findings:

- **Relevance:** The PA Albania project is highly relevant because it responds to a number of international and national initiatives. The project remains relevant to the implementation of the CBD, particularly the Aichi Targets and Program of Work on Protected Areas (POWPA). The project is consistent with Albania's national biodiversity conservation priorities, notably by contributing to the implementation of the National Biodiversity Target 2 of the National Biodiversity Strategy of Albania for the period 2012-2020. During implementation the project has remained highly relevant to the needs and priorities relating to Albania's national protected areas system, in particular by improving its financial sustainability. The project also contributes to the Sustainable, Resilient and Green Economic Growth and Resource Management programme priority identified in the UNDP's Country Programme Document for Albania (2022-2026), and in particular by promoting ecotourism and nature-based tourism. By increasing the employment and income opportunities of the local population living in the vicinity of the protected areas, the PA Albania project contributed to the poverty reduction and sustained livelihoods.
- **Effectiveness:** The PA Albania project has achieved its overall objective to improve the management effectiveness of Albania's protected areas system and contribute to increasing funds for the technical improvements of the protected areas, which have resulted in the increased number of visitors and, consequently, their revenues. Both outcomes 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 country's priorities. The project has made very good progress towards raising the capacity of NAPA to efficiently manage the protected areas as well as improving its capacity to increase revenues from various sources, incorporating a number of local stakeholders, notably business operators. The project has not succeeded in one important area, the establishment of a trust fund that would direct resources generated by the protected areas strictly into their improvement. However, the alternative solution, creation of a special fund, seems to be an adequate substitute for the initial objective of the project.
- **Efficiency:** The project has been confronted by the unexpected occurrence of the COVID-19 pandemics. However, the project management team navigated through the crisis with great skill, which resulted only in a delay, but without an outright interruption of implementation of the project's activities.
- **Sustainability:** Institutional capacity for financial planning and management has been strengthened at national and regional levels, including the financial capabilities of the selected protected areas to raise additional funds for the maintenance and development. The project has succeeded in increasing the support of the local population.

Conclusions:

- The PA Albania project has fully met its objective to reduce the funding gap for protected areas and to increase the management effectiveness in order to improve the conservation status of their biodiversity value. The total finances available to the protected area system (per the Financial Sustainability Scorecard) has increased from \$3.2 million to \$5.2 million, thereby reducing the overall financial deficit for the system. The most critical achievements, which were partially facilitated by the project's work, have been the Decisions of Council of Ministers (DCMs) issued in 2020 and 2021 (further described in outcomes below) that relate to the rights of individual protected areas to collect revenue, and to use that revenue directly to improve management of the protected area. The overall institutional capacity strengthening of the NAPA has been another key

factor, as staff have been provided with critical financial management tools and training, leading to improved financial management of the overall system.

- Several factors contributed to the successful completion of the project. The ProDoc has clearly stated objectives followed by a rational design of project's outcomes and outputs. The SRF was clear and indicators were SMART, which allowed easy monitoring and reporting on the project's results. The project implementation team was very committed and spared no time to engage in consultation with the project partners. Another important factor was the high relevance of the sustainable protected areas management to the Government of Albania, which has also enhanced the country's ownership of the project. These are the basic ingredients for the long-term sustainability of the project's outcomes. 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 envisaged in the ProDoc. However, there are indications that such a strategy will be prepared before the project will be closed down.
- The project had a long development period, and once it was approved by the GEF it took a relatively long time, because of the change of government, to sign the ProDoc. The project manager was changed several times, but since early 2019, when an experienced UNDP expert took the helm of the project, realisation of its activities continued rather smoothly. The project was again struck by the effects of the COVID-19 pandemics. These reasons have required a project extension of 18 months, which was granted. At the time when the Terminal Evaluation was performed, there was still a sizeable amount of funds that were not disbursed, but the contract with relevant consultants have been signed and it is expected that the project will be successfully completed by mid-August 2022, with all the funds being disbursed.

Lessons learned:

- Project has clear and achievable objectives followed by a rational design of the project's 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.
- The project has been successful in changing the perception that the protected areas are only the cost and that they have become a self-sustaining mechanism that can finance a large portion of its development costs of the self-generated income. This message has to be transmitted further.
- If some barriers are not possible to remove through a project effort, such as the creation of the trust fund, effort should be placed on removing such barriers by looking for alternative solutions that may produce similar results. Adaptive management is a critically important instrument for reaching the project's objectives.
- Good communication is a critical ingredient for the success of the project. A good website with all the outputs and other necessary information is important, but other communication instruments should be used to convince local communities of the benefits of the project.

Recommendations summary table

Rec #	TE Recommendation	Entity Responsible	Time frame
Ensuring final project results achievement			

Rec #	TE Recommendation	Entity Responsible	Time frame
1	Finalise arrangements for the functioning of the special fund for the protected areas. The fund should collect income generated by the protected areas, as well as other funding mobilised by NAPA and other donors. The funds collected should to the most possible extent be used for the improvement and development of protected areas.	GoA, NAPA, RAPA	Before the project will be closed
2	Efforts should be made to complete all the activities envisaged by the ProDoc and disburse all the funds provided by the GEF grant. The PMU should closely monitor implementation of the activities.	PMU	Before the project will be closed
3	While the project's exit strategy was finalised and discussed with partners and stakeholders, efforts should be made to achieve a smooth transition towards a post-project period in order to maintain the momentum and secure the sustainability of project's results.	PMU, Exit strategy consultant	Before the project will be closed
4	Complete the Biodiversity Tracking Tool before the closure of the project. The last revision of the Tracking Tool was prepared on 15 December 2021, but one has to be prepared before the project will be closed.	PMU	Before the project will be closed
5	In order to facilitate access to the knowledge base generated during the course of the Project, upload all technical documents produced with project support onto the project's portal.	PMU	Before the project will be closed
Recommendations for future programming			
6	Develop information dissemination strategy to share best practices to replicate project's results to other protected areas in Albania.	NAPA, UNDP	2022/23
7	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

1 Introduction

1. The Terminal Evaluation (TE) of the UNDP implemented GEF-financed project “Enhancing Financial Sustainability of the Protected Area System in Albania (PIMS#5602)” (in further text: PA Albania project) was carried out in three phases: (i) desk reviews, data collection, analysis and preparation of terminal evaluation inception report; (ii) evaluation missions to Albania 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.

2. The evaluation report will be primarily used by the Implementing Agency and the Project Team to complete the project’s activities following the project’s work plan as well as the recommendations provided by the TE. The report and its findings will also help project’s stakeholders to fulfil their role within the project’s timeframe. And finally, the TE’s findings and its recommendations will assist the implementing agency in developing similar projects in the future both in this region and elsewhere.

1.1 Purpose and Objective of Terminal Evaluation

3. The objective of the TE is to assess the achievement of the projects’ results and to draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming.

4. The purpose of the TE is to provide an impartial review of the project in terms of its relevance, effectiveness, efficiency, impact, sustainability, overall performance, management and achievements. The TE will assess the achievement of project results against what was expected to be achieved until the moment the TE is taking place. 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 project’s implementation and inform prospects for the replication and sustainability of the intervention in future similar projects. The TE will also assess and document project results, and the contribution of these results towards achieving GEF strategic objectives aimed at global environmental benefits. Finally, the TE will gauge the extent of project convergence with other priorities within the UNDP countries’ programme, including poverty alleviation; strengthening resilience to the impacts of climate change, reducing disaster risk and vulnerability.

1.2 Scope

5. The **scope** of the TE will cover the following specific aspects:

- Project design, risk assessment and management,
- Progress toward results, outputs, outcomes and impacts,
- Implementation and execution arrangements, including GEF Agency oversight,
- Partnership approach and stakeholder participation,
- Communications and public awareness,
- Work planning, financial management/planning and co-financing,
- Flexibility, innovation and adaptive management,
- Gender and human rights integration and mainstreaming in implementation, and
- Catalytic role: replication and up-scaling.

1.3 Methodology

6. The evaluation has been performed in accordance with UNDP's "Guidance for Conducting Evaluations of UNDP-Supported, GEF-Financed Projects". The evaluation methodology follows the division of the evaluation in three major groups of issues/aspects to be analysed (project concept and design; project implementation; and project outputs, outcomes and impact). The methodology is further developed in a tabular form and presented as Evaluation Matrix in Annex V. The Evaluation Matrix will serve as a general guide for the evaluation. The matrix, based on the criteria presented below, will provide direction for the evaluation, particularly for the processing of relevant data:

- **Relevance:** How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local, regional and national levels?
- **Effectiveness:** To what extent have the expected outcomes and objectives of the project been achieved?
- **Efficiency:** Was the project implemented efficiently, in-line with international and national norms and standards?
- **Sustainability:** To what extent are there financial, institutional, social-economic, and/or environmental risks to sustaining long-term project results?
- **Gender equality and women's empowerment:** How did the project contribute to gender equality and women's empowerment?
- **Impact:** Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?

7. The following sources of primary data and information will be collected:

- Desk review of the project documentation;
- Face-to-face and virtual consultations with the Project Management Unit (PMU) and other partners as available; and
- Online consultations with other key partners as available using the same set of questions.

8. The GEF PA Albania project's Project Document (ProDoc) provides the basis upon which the achievement of results will be assessed, particularly the Project Results Framework (PRF). The PMU has also made available a range of other project documents including annual PIRs, financial and co-financing tables, annual work plans, Project Steering Committee meeting minutes, project outputs, tracking tool, etc. (Annex IV). These documents have been reviewed allowing the consultant to compile a table of progress achieved.

1.4 Data Collection and Analysis

9. Consultations with as many project stakeholders as possible within the limited timeframe was an important step in developing an evidence base for the TE. Face-to-face discussions were held with the PMU during a mission to Albania. All other implementing partners and stakeholders were interviewed online or were sent the questionnaire. A set of questions to guide interviews addressing the five criteria listed above was prepared (Annex VI).

10. Once all documents were reviewed and interviews held, the data were aggregated and analysed. The information collected was compiled and organised according to the questions in the evaluation matrix. Triangulation of results, i.e. comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, was used as a method to the extent possible to corroborate or check the reliability of evidence. Table 1 lists the data collection methods, information sources and number of interviewees.

Data collection method	Information source	Number of documents/ respondents	Annex for details
Document review	<ul style="list-style-type: none"> • Project document • PIFs • Project Steering Committee meetings' minutes • Stakeholder meetings' reports • PIRs • Work Plans • Financial reports • Co-financing report and letters • Internal MTR report • Workshop reports • Project outputs • Miscellaneous documents • UNDP Terminal Evaluation guidelines 	51	IV
Key informant interviews	<ul style="list-style-type: none"> • Implementing agency • Executing agency • Executing partners • Key stakeholders 	9	III

Table 1: Data collection methods, information sources and respondents

11. The content of the draft report follows above mentioned UNDP guidelines for terminal evaluations. The final report will be produced after receipt of comments from UNDP and other partners (to be compiled by the PMU) and will include an audit trail detailing how these have been addressed in the report. Because the project is the Medium-Sized Project (MSP), there was no obligation to carry out a mid-term evaluation/review. However, the PMU has carried out an internal Mid-Term Review (MTR) which was completed in December 2019. The implementation and effectiveness of the recommendations from the MTR will be assessed as part of the Terminal Evaluation.

1.5 Ethics

12. The TE was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) "Ethical Guidelines for Evaluations". A signed Code of Conduct form signed by the TE Consultant is attached as Annex IX.

1.6 Limitations to the Evaluation

13. This terminal evaluation has a limited timeframe for completion. A specific consequence of this time limitation is that the consultant was not able to have face-to-face interviews with as many stakeholders as desirable and was limited to the key partners participating in the project. A List of interviewees is attached as Annex III. Also, because of the COVID-19 situation, as well as the limited time-frame, the possibility for an extended mission to visit the project are, was significantly limited. However, the project staff committed all the resources needed to facilitate and enable mission on site, as well as meetings and interviews during the consultant's short visit to the area.

1.7 Structure of the Terminal Evaluation Report

14. The TE report follows the structure required by the respective UNDP Guidance as summarised in the ToR (Annex I). 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

2 Project Description

2.1 Project Start and Duration

15. The Project Identification Form (PIF) was submitted in March 2015, while the project was endorsed by GEF CEO on September 8, 2015. The ProDoc was signed on 16 February 2017 and the Inception Workshop was held on 13 March 2017. Project Manager was hired in January 2018. Planned project's operational closure date is 15 August 2022.

2.2 Development Context

16. Albania hosts an extremely diverse range of ecosystems and habitats. There are currently four Ramsar sites (98,181 ha), 15 Important Bird Areas (90,309 ha), 45 Important Plant Area (384,824 ha), 25 Emerald network of Areas of Special Interest (522,430 ha) and 1 trans-boundary Biosphere Reserve. The country has made significant progress in improving the coverage of its protected area system, effectively doubling the extent of the protected area estate over the last 10 years: from 238,347ha in 2005 to 460,060ha in 2015. National Parks (~46% of the total area of the protected area estate), Managed Natural Reserves (~28%) and Protected Landscapes (~21%) collectively represent almost 95% (433,545ha) of the total extent of the protected area system. Figure 1 below shows the spatial distribution of the different categories of protected areas, and the four Ramsar sites, in Albania. The establishment, and effective management, of a representative system of protected areas is an integral part of the country's overall strategy to: (i) adequately protect this marine, coastal and terrestrial biodiversity; and (ii) address the key threats to biodiversity and the root causes of biodiversity loss.

17. With a population of almost 3 million, Albania is fairly densely populated for a small country, with 98 people per square kilometre. The country has a high Human Development Index (HDI value of 0.749 and ranking of 39 in 2015) and provides a universal health care system and free primary and secondary education. Albania is an upper-middle income economy with the service sector dominating the country's economy, followed by the industrial sector and agriculture. The Albanian economy is mostly in private hands, but the state continues to control key enterprises, particularly in the energy sector. Although foreign direct investment has increased in recent years - notably to fund development of its oil and natural gas resources - overall levels still remain among the lowest in the region. Its transportation and energy infrastructure remain poor by European standards. While the agricultural sector employs about half of the workforce and accounts for about 21% of GDP, it is primarily driven by small family operations and subsistence farming. Modernization of the agricultural sector is hampered by a lack of modern equipment, unclear property rights, and the prevalence of small, inefficient plots of land. A significant part of Albania's national income also comes from tourism, which accounted for about 10% of its GDP in 2014. Outside of agriculture and tourism the economy is

dependent largely on textiles, mining (petroleum, natural gas, coal, bauxite, chromite, copper, iron ore, nickel), lumber and hydro-power as well as remittances from migrant workers residing in Greece and Italy.

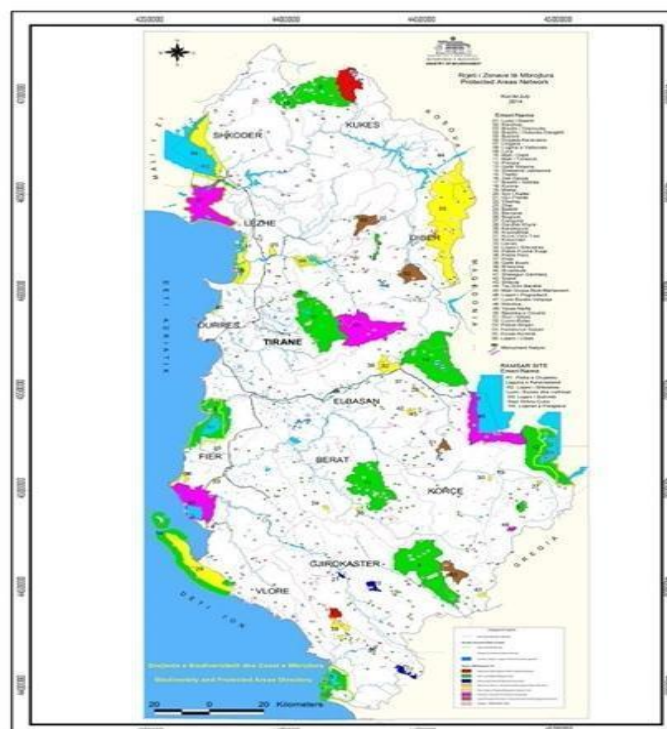


Figure 1: Protected Areas In Albania

18. The legal basis for nature protection in Albania is derived from its Constitution and environmental laws in Albania are formulated to be in harmony with the provisions of the Constitution and together form the national environmental legislation. The national legislation on environment is currently undergoing an intensive phase of reform through inclusion of EU Directives on the environment. The Ministry of Environment (MoE), which, in the meantime has been expanded to become Ministry of Tourism and Environment (MoTE), is the responsible authority for environmental management and policy at the national level through its Directorate of Biodiversity and Protected Areas (now renamed as the National Agency for Protected Areas – NAPA). NAPA is a state budget dependent institution but it is empowered to supplement its budget through donations as well as other legal sources of income such as generating revenue through providing services to third parties. The expectation of the Government of Albania was that the establishment of this agency would, over the long-term, result in a significant improvement in the overall management effectiveness of the protected area system.

2.3 Problems that the Project Sought to Address

19. The current funding baselines for the Protected Areas (PA) system, and the capacities to administer and improve PA revenue streams, were well below the levels required to ensure that the PA system can properly serve its function as an important tool to protect biodiversity. So, if the NAPA is to fulfil its protected area mandate, it will need to have the ability to: (i) secure sufficient, stable and long-term financial resources for protected areas; (ii) allocate these resources in a timely manner and appropriate form to cover the full costs of protected areas; and (iii) ensure that the protected areas are managed effectively and efficiently with respect to conservation and other complementary objectives. However, there are two key barriers to improving the funding baseline for, and building the financial management capacities of, the PA system in Albania: (i) weak business planning skills of, and limited financial administration capabilities in, the protected area system; and (ii) insufficient and

unreliable revenue streams to address the recurrent expenditure costs of protected areas. These are the two major problems that the PA Albania project sought to address.

20. The project objectives fit into the Government of Albania's strategies and priorities. It is fully aligned with the National Biodiversity Target 2 ('provide adequate resources for biodiversity') of the *National Biodiversity Strategy of Albania for the period 2012-2020*. It will specifically contribute to Objective 2.1 (*By 2020 at the latest, the financial resources for biodiversity from all sources should double compared to the average annual biodiversity funding for the years 2006-2010*). The project will assist the Government of Albania in responding to the critical need for 'administrative capacity building of staff of protected areas administrations' as identified in Albania's *Fifth National Report to the CBD* (2014). The PA Albania project is consistent with BD-1 (Improve Sustainability of Protected Area Systems) of the GEF's Biodiversity Focal Area Strategy. And finally, the project is consistent with the Sustainable Development Goal 15 (Life on Land - Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss), in particular its target to mobilise and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems. This was not explicitly stated in any 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 a high level of compatibility.

2.4 Immediate and Development Objectives of the Project

21. The PA Albania project's objective is "...to reduce the funding gap for protected areas in order to improve their management effectiveness, particularly in respect of reducing the threats to, and improving the conservation status of, their biodiversity values". The project's intervention is organised into two components:

- **Component 1:** Improved financial planning and management capacity of the protected area system; and
- **Component 2:** Increased revenue from individual protected areas.

2.5 Expected Results

22. It is expected that the project, when fully implemented, will produce the following results:

- National planning framework for protected area system is prepared;
- Financial planning and management capabilities of the NAPA are strengthened;
- Capacity of the NAPA to mobilise funding for the protected area system is developed;
- Commercial enterprises operating in Dajti National Park (DNP) contribute financially to the operational management costs of the park;
- Park income is derived from fishing, farming and forestry activities in the natural resource use zones of Divjaka-Karavasta National Park (DKNP); and
- Park revenues are collected from the summer influx of recreational users in the Llogara-Karaburuni protected area complex (LKC).

2.6 Main Stakeholders

23. The project identifies 5 stakeholder groups: government agencies, local government, NGOs and donors/funders, local enterprises and protected area governance structures. Table 2 gives a complete list of stakeholders at the time the ProDoc was developed.

Stakeholder	Role
<i>Government agencies</i>	
Council of Ministers	The Council approves all enabling legislative and regulatory frameworks for the functioning of the protected area system; including NAPA.
Ministry of Environment	The Ministry is the focal point institution for the implementation of the CBD, and the implementing partner for this project. It is responsible for preparing the enabling legislative and regulatory framework for project activities and ensuring that they are presented to the Council of Ministers for approval. The Ministry is responsible for creating the enabling conditions for implementation of all project activities and it will facilitate the establishment, staffing and resourcing of the NAPA. The Ministry will develop and present a motivation for an increase in funding from the state budget for the protected area system.
Directory of Forest Services/ Administration of Protected Area	Will continue to administer protected areas during the transitional period until the NAPA is operational. Will support the implementation of project activities under Component 2. Will support the enforcement of legislation in relation to forestry, pastures and hunting in protected areas.
National Agency of Protected Areas (NAPA)	The NAPA is the key institution to benefit from the project, and will be responsible for the sustainability of all project activities.
National Environmental Agency/ Regional Environmental Agency	Will issue any required environmental permits in protected areas, through NLC. Will enforce provisions of environmental legislation on EIA, environmental permitting and coordination of monitoring activities in protected areas
State Inspectorate of Environment, Forests, Water and Fishery	Will support the enforcement of legislation on environmental protection, forest, water and fisheries activities in protected areas.
Ministry of Transport and Infrastructure	Will support ensuring the compliance of development and construction activities in protected areas with approved management plans.
National Urban and Construction Inspectorate	Will assist protected areas in the development and management of waste management facilities, water supply and sewerage.
Ministry of Finance	Will be responsible for ensuring the ongoing allocation of funds in the state budget for the protected area system. Will assist the NAPA in the development of its financial management systems to comply with national regulations. Will assist NAPA in the establishment and administration of the National Trust Fund for the protected area system.
Ministry of Economic Development, Trade and Entrepreneurship	Will administer permits for energy supply and mining activities in protected areas.
Ministry of Urban Development and Tourism	Will support and assist the project in improving the quality and range of tourism and recreational products and services in protected areas.
National Territorial Planning Agency	Will support the coordination of protected area planning efforts with the relevant national and local government planning instruments.
<i>Local Government</i>	
Local Government Unit (Municipalities, Communes)	Will issue the requisite development and construction permits, in accordance with local planning and construction regulations.
Prefectures	Will provide and maintain municipal public services (water supply, sewerage, waste management) in protected areas.
<i>NGOs and Donors/Funders</i>	
Environmental NGOs	Will support the implementation of project activities in targeted protected areas, focusing its support on deriving benefits to biodiversity conservation and/or local community socio-economic upliftment.
Donors and Funders	Donors/funders will be sought to collaborate with key project partners in identifying funding opportunities in the protected area system, aligning these funding opportunities with the strategic plan for NAPA and the individual park management plans, and mobilising funding support to respond to these opportunities.
<i>Local enterprises</i>	

Local businesses, farmers, fishermen, tour operators etc.	Local enterprises will participate in discussions and negotiations with NAPA (through regional PA administrations and individual PAs) to seek ways to secure more financially equitable returns for reinvestment in the administration of protected areas without compromising their livelihoods.
<i>Protected area governance structures</i>	
Management Committee	Will oversee and facilitate the planning and implementation of project activities at the individual protected area level.

Table 2: List of main stakeholders

2.7 Theory of Change

24. The ProDoc does not contain the Theory of Change (ToC). The TE Consultant has developed the Theory of Change for the project (Figure 2).

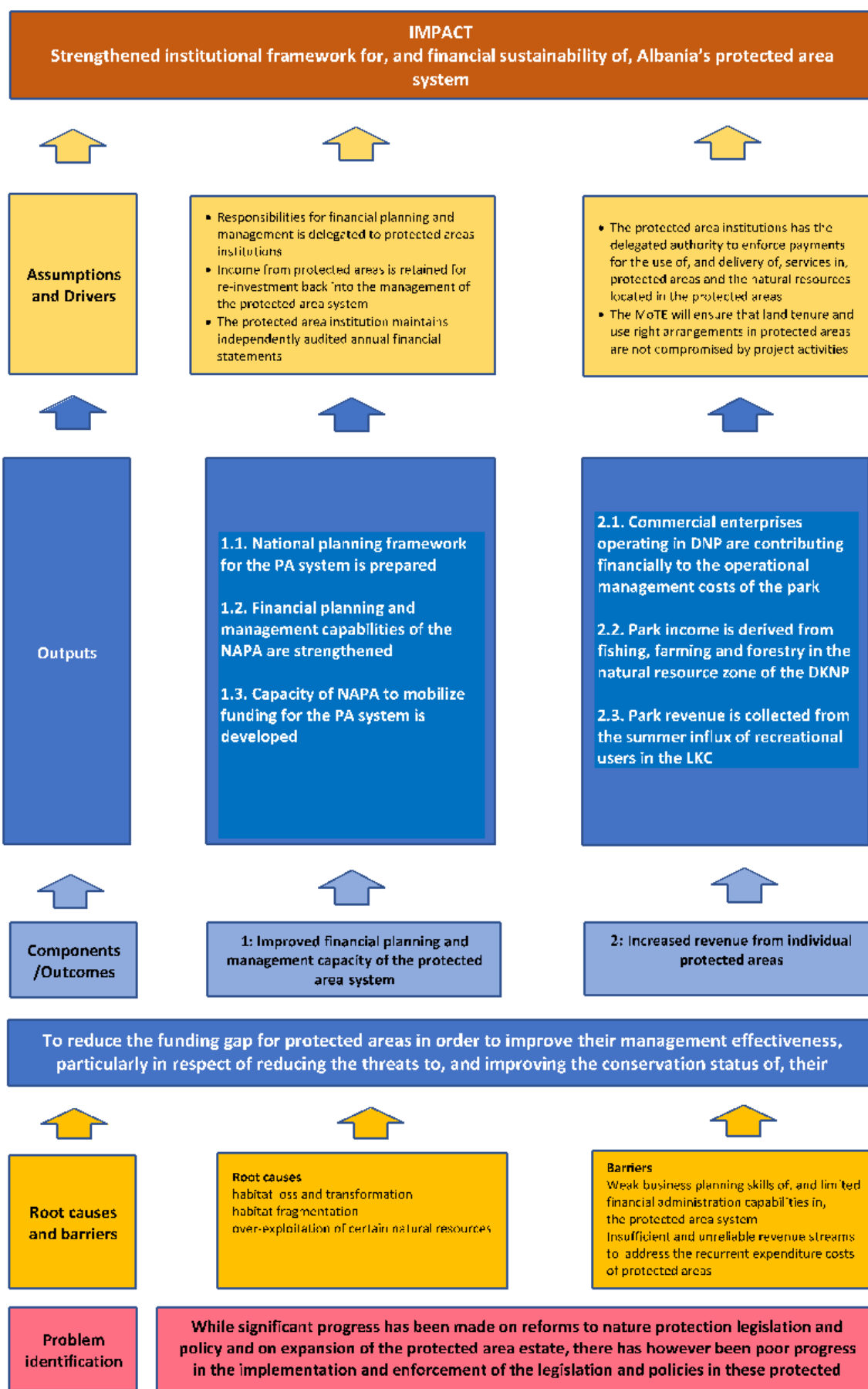


Figure 2: Theory of Change

2.8 Total Resources

25. The PA Albania project has approved financing from GEF Trust Fund in the amount of US\$1,420,000 and co-financing from project partners in the amount of US\$7,020,000. The total funds for the project amount to US\$8,440,000.

2.9 Key Partners in the Project

26. Implementing agency for the project is the United Nations Development Programme (UNDP). The project is nationally implemented (NIM) by the Ministry of Tourism and Environment. The Executing Entity is the National Agency for Protected Areas (NAPA). The UNDP Country Office (CO) monitors the implementation of the project, reviews progress in the realisation of the project outputs, and ensures the proper use of UNDP/GEF funds. The day-to-day administration of the project is carried out by a national Project Coordinator (PC). The PC liaises and works closely with all partner institutions to link the project with complementary national programs and initiatives. A Project Steering Committee (PSC) was constituted to serve as the executive decision-making body for the project.

3 Findings

27. This section presents the findings of this TE adhering to the basic structure proposed in the ToR and as reflected in the UNDP project evaluation guidance. The project has a relatively simple structure with 2 outcomes/components and 6 outputs. The project's objective is clear and the outcomes are commensurate with the objective, clear, practical and feasible within the project's timeframe. The Mid-Term Review was carried out even if it has not been required because PA Albania is a Medium-Sized project (MSP). The MTR report proposed 6 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.

3.1 Project Description/Formulation

3.1.1 Analysis of Results Framework

28. The project's strategy follows a simple and logical sequence (project's objective followed by outcomes and outputs). The project's outcomes respond adequately to the country's priorities. However, no Theory of Change was developed in the ProDoc, and one was reconstructed in this report. This ToC was a relatively simple undertaking because the project's intervention logic is very clear. The textual description of the project's strategy, its outcomes and outputs is rather elementary.

29. The Strategic Results Framework (SRF) developed during the design phase presents a good and clear set of expected results. No changes to the SRF were made during the Inception Phase of the project. The indicators are clear and could be considered as SMART. They are clearly linked to the project's outputs, mostly quantitative, relevant and time bound. The end-of-project targets are clear and feasible.

3.1.2 Assumptions and Risks

30. The project's PIF identified three risks: institutional, financial and environmental. The institutional and financial risks were assessed as moderate, while the environmental risk was considered as low.

The ProDoc identified the same three risks and the description of the risks is practically the same as in the PIF. However, the financial risk has been assessed as high, while the institutional and environmental risks were assessed as low. The ProDoc did not provide an explanation of these changes in the risk assessment. The 2018, 2019 and 2020 Project Implementation Reviews (PIR) have not elaborated on risks, while the 2021 PIR has stated that “risk management is on track with no foreseen high or significant risks” although the COVID-19 was identified as a new risk and that adequate measures have been taken to mitigate it.

3.1.3 Lessons from Other Relevant Projects

31. The design of the project benefited from past and current experiences in the protected area management, including projects supported by the EU and the bilateral projects implemented by UNDP. The TE finds that the PA Albania project has integrated all relevant lessons from the similar project in the country, in particular those related to conservation and sustainable use of protected areas as well as transboundary biosphere reserves.

3.1.4 Planned Stakeholder Participation

32. Main stakeholders were identified in the PIF. The PIFs also outlined the basic principles for the stakeholder engagement. The ProDoc developed the Stakeholder Analysis, which has outlined in considerable detail the roles each stakeholder should play during the implementation of the project. The main interaction was to be held between the PCU, first, via the Project Steering Committee but also through direct contacts between the project staff and individual stakeholders. During interviews, the stakeholders have expressed positive views on their collaboration with the PMU.

3.1.5 Linkages Between Project and Other Interventions Within the Sector

33. No explicit linkages were established with other complementary interventions in the country because no similar interventions took place during the project’s implementation.

3.1.6 Gender Responsiveness of Project Design

34. Gender considerations were taken into account during the project’s design phase by outlining how to increase the benefits of women’s participation in the project’s implementation. The project aims at encouraging the development of targeted employment opportunities for women in the NAPA (including the Regional Protected Area Administrations and individual protected areas) and the re-balancing of the protected area management committees to ensure effective participation of women in decision-making processes. Further, the project also aims to incorporate into the planning framework for the protected area system long-term strategies and approaches to incrementally improve the mainstreaming of women into the planning, management and development of protected areas.

3.1.7 Social and Environmental Safeguards

35. UNDP Social and Environmental Safeguards screening has not identified environmental risks as a result of the implementation of the project. Among social risks, SESP identified a medium risk for a conflict arising between local communities having illegal activities in the protected areas, and NAPA when it will acquire better capacities to monitor and enforce these activities. The SESP has proposed mitigation measures.

3.2 Project Implementation

36. 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

37. The project has been well executed and the project execution team followed UNDP procedure for the implementation of the project and used adaptive management whenever it was needed to secure delivery of project outputs while maintaining adherence to the overall project design. The TE finds that the project achievements are aligned with the ProDoc that was endorsed by the stakeholders. The SRF as presented in the ProDoc was not revised and it has been used as a strict guidance to implement the project. The change of government has caused a delayed project start. However, once the project's implementation started there were no significant further delays, except those caused by COVID-19, in spite of the changes in the project management. At the request of the MoTE, the first project management was entrusted to the Regional Environmental Centre's (REC) office in Tirana. The subsequent PM was hired in January 2019, while the current PM was hired in May 2019. These changes have not affected the course of the project's implementation. The internal MTR, which was performed in December 2019 and approved by the PSC in February 2020, has found no notable issues related to project management. It has concluded that the project has been generally executed in a flexible and results-based manner and that there was no need to make any major adjustment or take significant adaptive management measures.

38. The MTR pointed to a potential need for adaptive measures in the second half of the project's implementation that was related to the establishment of a national protected areas trust fund. In the beginning of the 2021 the Government of Albania rejected the proposal to establish the trust fund and decided that a special fund should be created within MoTE, which can collect financial resources. However, this decision has yet to be worked out in detail on how it will be implemented, but the PMU is working closely with NAPA and MoTE to implement the decision.

3.2.2 Actual Stakeholder Participation and Partnership Arrangements

39. The ProDoc states that "intergovernmental" cooperation will be an important element of the project. The term "intergovernmental" was incorrectly used as it is not relevant for a project implemented in only one country. It has listed a long list of governmental and non-governmental stakeholders and their anticipated roles and responsibilities in the project. The ProDoc does not elaborate, however, on the project's modalities for the stakeholders' involvement and partnerships. The internal MTR did not perform a review of the stakeholder engagement in the project.

The 2018-2020 PIRs have only marginally dealt with the stakeholder's involvement and partnerships. The 2021 PIR has elaborated extensively on the matter. It states that for all project's target areas, the stakeholders' representation is of similar intensity and includes government agencies, primarily NAPA and the MoTE, local government (i.e. the respective municipality and its subordinate structures), local users and NGOs. The key project partner is the respective Management Committee of the national parks which includes all the above representatives and is headed by the County Prefect. The Regional Administrations of Protected Areas for each target area have become part of each and every work plan, as per their affiliation and role in the management and conservation scenarios. Stakeholder involvement, information, education and awareness raising activities were implemented and supported by 8 junior experts hired in all three pilot areas who facilitated project activities among local authorities, local users, fishery associations, NGOs and economic operators acting in the three sites.

40. Partnerships with civil society and international partners like Japan - JICA and Sweden - SIDA were nurtured. Exchange with JICA benefited Divjaka-Karavasta National Park with investments to improve enabling infrastructure and with Sweden to support the network of Protected areas in Albania. Exchange and partnership are sought with the private sector as well for a new type of cooperation with protected areas and National Parks and municipalities.

41. The TE finds that the PA Albania project has been successful in involving stakeholder groups in the project implementation. This statement was confirmed during the interviews as well as discussions during the visit to one of the project's areas.

42. The ProDoc does not have a section on gender mainstreaming, although the CEO Approval Request elaborates on the subject. It states that the "...project, while limited in scope and impact, will actively facilitate the equitable participation of women in, and beneficiation of women from, project-activities. This will include inter alia ensuring that women participate in, or benefit directly from: (i) financial training and skills development for protected area staff; (ii) professional, technical and/or labour employment opportunities created by the project (e.g. minor construction works, project management); (iii) outsourced commercial development opportunities created by the project (e.g. provision of tourism/recreational visitor services); and (iv) professional service provider services procured by the project. The project will further encourage the development of targeted employment opportunities for women in the NAPA (including the Regional Protected Area Administrations and individual protected areas) and the re- balancing of the protected area management committees to ensure effective participation of women in decision- making processes. Further, the project will also seek to incorporate into the planning framework for the protected area system long-term strategies and approaches to incrementally improve the mainstreaming of women into the planning, management and development of protected areas." The 2021 PIR informs that the project finalised an assessment study on integration of Gender Vulnerability, Standards and Access to Management and Conservation Actions in PAs in Albania and presented its findings to key project stakeholders at the online workshop held in July 2020. The Gender Action Plan aims at establishing new working methodologies within institutions responsible for the management of PAs. It responds to one of the main findings of the assessment, namely the biased ratio of women vs. men employed with the Protected Areas' regional administration system (respectively 9 % to 91%). The TE finds that, while the aspect of gender has been integrated in the project's implementation, there still remains to be seen how some of the aims will be fulfilled, such as employment of women in protected area regional administrations.

3.2.3 Project Finance and Co-finance

43. The financial planning and management for the project has been carried out according to the UNDP rules. The total amount allocated (grant and co-financing) is US\$8,440,000. The GEF grant amounts to US\$1,420,000, while US\$7,020,000 of the co-financing were confirmed by the sources to have been provided at the TE stage. The initial co-financing sources included the following: the Ministry of Tourism and Environment (US\$6,920,000 in kind) and UNDP (US\$100,000 in cash). The resulting ratio between grant and co-financing is roughly 1:4.94 (for one dollar of the grant 4.94 dollars of co-financing were provided), which is reasonably good by GEF standards.

44. The review of financial records, as recorded in the UNDP Combined Delivery Reports (CDR), indicates that, by the time when TE has been performed (March-April 2022), USD1,197,408 have been expended, which is 84.3% of the entire GEF grant. As of 15 August 2022, when the project is closing down, it is expected that remaining USD222,592 of the GEF grant will be spent. The breakdown of planned and actual project expenditures per year is presented in the Table 3 below.

Planned in ProDoc			Actual expenditures		
Year	Planned budget	% of the total	Year	Amount spent per CDR	% of the total per ProDoc
1	282,500	19.9	2018	194,429	68.8
2	420,200	29.6	2019	316,357	75.3
3	413,000	29.1	2020	294,795	71.4
4	304,300	21.4	2021	291,686	95.9
5			2022	100,141	
Total spent until TE	1,420,000	100.0		1,197,408	84.3
Balance				222,592	15.7

Table 3: GEF grant planned and actual expenditures

45. After a slower start, the expenditure rate has been relatively steady, even in 2020 during the COVID pandemics. The rate has significantly increased in 2021 when almost all planned funds have been spent. Because of the delayed start and COVID, the project has been given an 18-month “no-cost” extension and the remaining funds have been spent in part of 2021 and in 2022. However, there is still a sizable amount to be spent during the last 3 months of the project’s implementation (until 15 August 2022). The PMU is recommended to speed up contracting and delivery of the remaining outputs of the project.

46. As mentioned in the ProDoc, the confirmed co-financing was USD7,020,000. The reported co-financing at the TE stage is given in Table 4 below. The reported co-financing of USD7,902,326 has exceeded initial confirmed co-financing. This table does not include the UNDP co-financing of USD100,000 in cash, which has not been reported but will be utilised by the time the PA Albania project will be closed. The TE finds that the co-financing of the project has been largely realised, including that from the MoTE. The UNDP co-financing is allocated for 2022.

Description	Source	Total Amount (USD)	Notes
NaturAL (Strengthening capacity in National Nature Protection - preparation for Natura 2000 network)	EU	4.400.000	Foreseen in ProDoc. The project was implemented by MTE in close cooperation with NAPA. COMPLETED
Institutional strengthening and environmental legislation	EU	2.000.000	Foreseen in ProDoc. Implemented by MTE; COMPLETED
MED 2014-2020 - DestiMED 'Destinacion i Ekoturizmit Mesdhetar per nje sistem qeverisje ne zonat e mbrojtura te Mesdheut'		71.125	Implemented in Divjak-Karavasta Park by NAPA 6,958,848 ALL in 2019 and 1,579,443 in 2020
DestiMED plus 'ekoturizmi ne desinacionet e mesdheut nga monitorimi dhe planifikimi tek promovimi dhe mbeshtetja e politikave'		27.525	Implemented in Divjak-Karavasta Park by NAPA 300,268 ALL in 2020 and 3,002,676 in 2021
InterregMed 2014-2020) PHAROS4MPA 'ekonomia blu adhe ruajtja detare: ruajtja e MPA-ve te mesdheut per te arritur nje status te mire mjedisor'	EU	15.978	Implemented in Karaburun- Sazan MPA by NAPA 1,917,361 ALL in 2019

Description	Source	Total Amount (USD)	Notes
WWF Adria - peshkimi ne shkalle te vogel ne shqiperi	WWf Adria	256.240	Implemented in Karaburun- Sazan MPA by NAPA 10249590 ALL in 2019 and 10249590 in 2020 and 10249590 in 2021
ACAP project	Italian Gov.	5.458	Implemented in Llogara by NAPA 380,000 ALL in 2019 and 275,000 in 2020
M2MPa (aktivitete per rinine)	Prince Albert II of Monaco Foundation	6.000	Implemented in Llogara by NAPA 180,000 ALL in 2019 and 180,000 in 2020 , 180,000 in 2021 and 180,000 in 2022
Marine and Coastal Protected Areas II	Italian Gov.	1.000.000	The project is implemented by UNDP at the Karaburun-Sazani MPA
Between Adriatic and Ionian II	Prince Albert II of Monaco Foundation	50.000	Project is focussed in the MPA area Karaburun-Sazan; assisted in operational issues
Office space	Radhima VC Office	9.000	60 months @ 150 \$ /month
Office space	Llogara VC Office	9.000	60 months @ 150 \$ /month
Water and energy for the office in Dajti, Llogara, Divjaka		18.000	60 months @ 100 \$ /month @ 3 areas
Management Committee meetings		5.000	Contribution by RAPA and Prefecture
Inspectorate support	Regional Env. Inspectorate	9.000	60 months @ 50\$ / month @ 3 pilot areas (local logistic support enabled for project purposes)
Establishment of Visitor Centre in Tirana, Divjaka and Llogara NP	NAPA		GoA has invested on establishment/ restructuration Visitor Centres in PAs
Training PAs administration on marine spill oil emergencies	Croatian Gov.	20.000	Training of RAPA to react on emergencies in MPA
TOTAL		7,902,326	

Table 4: Reported co-financing

3.2.4 Monitoring & Evaluation

47. The monitoring and evaluation (M&E) framework in the ProDoc gives details of M&E plans that include an Inception Workshop and report; quarterly and annual reporting; and mid-term (if necessary) and end of project evaluation requirements. The framework also provides for learning and knowledge sharing and requirements for communications and visibility and, finally, the audit clause. 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.

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

- A set of 11 performance indicators with their respective baselines and end-of- project targets 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 good with regards to the number of outcomes (2).
- 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 24 March 2017 in Tirana, Albania. No changes were made to the project implementation strategy at this workshop, including the SRF.
- 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. Four PIRs were produced by the project: 2018, 2019, 2020 and 2021. All PIRs have provided an integrated review of implementation performance for both projects.
- Combined Delivery Reports (CDR) were prepared for every year, each covering the period from 1 January to 31 December showing disbursement of funds.
- Mid-term Review was planned to be an internal one. It was carried out by the end of 2019 and approved in early 2020 by the PSC and its aim was to review the progress made by the project against the expected results and identify recommendations for adaptive management as needed.
- 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.

49. The ratings given in four PIRs for both cumulative progress in achieving the development objectives and the implementation progress have been ranging between the Moderately Satisfactory and Satisfactory during the most of the implementation period (2018-2021). 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.

50. The TE finds that the M&E design at entry, as presented in the ProDoc is **Highly Satisfactory (HS)**. 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, the quality of M&E is rated as **Highly Satisfactory (HS)**.

3.2.5 UNDP Implementation/oversight

51. The contributions of UNDP as the GEF Implementing Agency in implementing the project was satisfactory; particularly when considering the critical events that occurred during the implementation of this project (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 PSC meetings. It was responsive to the implementation problems caused by COVID-19.

52. The UNDP implementation/oversight is rated as **Highly Satisfactory (HS)**. The quality of the Implementing Partner (NAPA) execution can also be rated as **Highly Satisfactory (HS)**. Overall quality of implementation/Oversight and Execution is **Highly Satisfactory (HS)**.

3.2.6 Risk Management

53. The ProDoc identified three risks that might have threatened the implementation of the project: lack of financial support by the Government of Albania; delay in full establishment of NAPA; and cumulative effect of climate change and unsustainable level of natural resource use. Their likelihood was assessed as moderate (financial) to low (institutional and climate change). The MTR review identified two more risks: insufficient political will to establish a national trust fund; and resistance of local stakeholders to the establishment of revenue generation mechanisms. analysed the status of risks and they are presented in Table 4 below. The assessment of these risks at the TE phase is added to the table.

Identified risk and category	Impact	Likelihood	Risk Assessment	Status at Mid-term	Status at Terminal Evaluation
<u>FINANCIAL</u> The GoA does not commit adequate funding to support the staffing, development and operational management of the protected area system.	At ProDoc: High At mid-term: Moderate	At ProDoc: Moderately likely At mid-term: Moderately likely	At ProDoc: High At mid-term: Moderate	This remains a risk, but the purpose of the project is to mitigate and address this risk. There is likely to be an ongoing need for additional government financing for PAs even after the project is completed, but the objective of the project is to make a significant reduction in the funding gap for PAs.	The risk has been reduced to Low, as the Government of Albania has supported the protected area system and has fulfilled its co-financing commitment.
<u>INSTITUTIONAL</u> There are delays in the full establishment and operationalization of the NAPA, leading to institutional inertia during the transitional period.	At ProDoc: Moderate At mid-term: Low / N/A	At ProDoc: Low At mid-term: Low / N/A	At ProDoc: Low At mid-term: Low / N/A	There were some institutional framework delays in the early phase of the project, following the project inception workshop, which resulted in an approximately 8-month slowdown in project implementation (see previous Section IV.C of this MTR report). However, at this point in the project this risk is considered not applicable, or low, as the NAPA is fully	NAPA has been established and has taken its role in full execution of the project. The risk no longer exists.

Identified risk and category	Impact	Likelihood	Risk Assessment	Status at Mid-term	Status at Terminal Evaluation
				established and operational.	
ENVIRONMENTAL The cumulative effect of climate change and unsustainable levels of natural resource use (e.g. mining, agriculture, fishing, hunting, commercial forestry, water extraction) exacerbates habitat fragmentation and degradation in the terrestrial and marine ecosystems of the protected area system, further undermining their potential to generate increased revenue streams.	At Prodoc: Moderate At mid-term: Moderate	At Prodoc: Low At mid-term: Low	At Prodoc: Low At mid-term: Low	No change at mid-term.	No change at Terminal Evaluation stage.
FINANCIAL Insufficient political will and political support to establish a national trust fund for protected areas	Moderate	Likely	Moderate	NEW RISK IDENTIFIED AT MTR At present it is unlikely that there will be sufficient political will to establish a national trust fund for protected area during the lifetime of the project. However, this risk is mitigated by the project and government's progress in other areas that provide opportunities to generate new and additional revenue for protected areas, which reduces the importance and need for the establishment of a protected areas trust fund. Notably, the Government of Albania is expected to approve a decision by the council of ministers that will allow the NAPA to retain revenue collected from PAs, which will allow the NAPA (and the PA system) to be less dependent on	Risk has been reduced to low, since the Government of Albania is working on the establishment of the special fund instead of the trust fund.

Identified risk and category	Impact	Likelihood	Risk Assessment	Status at Mid-term	Status at Terminal Evaluation
				direct central government funding allocations. It is not anticipated that the failure to establish a national PAs trust fund will negatively affect the project's ability to meet overall targets in terms of reducing the PA financing gap for Albania's PA system, and for the individual project pilot PAs.	
<u>SOCIO-POLITICAL</u> Local stakeholders, partners, and resource users may be resistant to the establishment of revenue generation mechanisms for the three individual protected areas	High	Moderate	Moderate	<u>NEW RISK IDENTIFIED AT MTR</u> The project has revenue generation targets for each of the three pilot protected areas. Implementing the foreseen revenue generation mechanisms will require cooperation and compliance from local partners, stakeholders, and local resource users. To mitigate this risk the project needs to implement a comprehensive stakeholder engagement and communication campaign to introduce potential changes to business as usual management at these PAs. This is a recommendation of this MTR report.	Risk has been mitigated as the local stakeholders are now eager to contribute to revenue generation mechanisms.

Table 5: Status of risks at TE stage

54. COVID-19 was a new risk with no indication for it given in the ProDoc. That risk was identified and adequately reported in the 2021 PIR.

55. All mitigation measures for the above risks were elaborated in considerable detail in the ProDoc but their realisation was not elaborated in none of the PIRs. Due to COVID-19 as well as delay in project's implementation, the project was extended for 18 months. The PSC was regularly kept informed on the impacts on the project and mitigation of the COVID-19 crisis.

56. The Social and Environmental Screening Procedure (SESP) template was filled and signed during the ProDoc preparation phase. No environmental risks have been identified. The potential conflict between NAP's improved monitoring capabilities and local communities' involvement in illegal activities has not materialised.

3.3 Project Results and Impacts

57. 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

58. The PA Albania project has two outcomes to be achieved. Its implementation progress is measured with a set of 2 overall project objectives indicators and 9 outcome indicators, each one with its respective target to be achieved by the end of the project. The Table 6 below is 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. Detailed presentation of the project's results is summarised annually in the PIR.

59. Table 6 shows that the project has achieved most of its objectives and end-of-project targets. Although the implementation of the project was affected by the COVID-19, the mitigation measures taken, and in particular approved extension of the project, have helped to achieve the above result. Only one target, the training of staff, has not been achieved yet but that activity is on course to achieve its planned target before the project will be closed.

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	End-of-project target	TE Assessment	Justification
Project Objective: To reduce the funding gap for protected areas in order to improve their management effectiveness, particularly in respect of reducing the threats to, and improving the conservation status of, their biodiversity values	Financial sustainability scorecard for the PA system	16%	>30%		Achieved; estimated at >33%, which is more than the end-of-project target. The total finances available to the PA system (per the Financial Sustainability Scorecard) has increased from \$3.2 million to \$5.2 million, thereby reducing the overall financial deficit for the system. The most critical achievements, which were partially facilitated by the project's work, have been the Decisions of Council of Ministers (DCMs) issued in 2020 and 2021 (further described in outcomes below) that relate to the rights of individual PAs to collect revenue, and to use that revenue directly to improve management of the PA. The overall institutional capacity strengthening of the NAPA has been another key factor, as staff have been provided with critical financial management tools and training, leading to improved financial management of the overall system.
	Funding gap (of the 'functional management scenario') for the PA system	US\$5.15 million/annum	<US\$4 million/annum		Achieved; funding gap is US\$2.12 million/annum
Outcome 1: Improved financial planning and management capacity of the protected area system	Capacity development score for the institution responsible for protected areas	Systemic: 37% Institutional: 27% Individual: 31%	Systemic: 42% Institutional: 45% Individual: 42%		The capacity development scorecard for 2021 exceeded end-of-project targets: Systemic: 63% Institutional: 59% Individual: 46%
	Strategic plan and financial plan for the PA system drafted and adopted	Strategic Plan: No Financial Plan: No	Strategic Plan: Yes Financial Plan: Yes		Strategic Plan: Yes Financial Plan: Yes
	Number of protected area staff trained in the financial policies and guidelines of the NAPA	0	>100		Not yet achieved, but on track. There are approx. 22 employees in each pilot area affiliated with management, conservation, and the accounting and financial tasks. The project archived to incorporate them in each and every training

Objective/Outcome	Indicator	Baseline	End-of-project target	TE Assessment	Justification
					program accomplished according to the plan. Beside them, representatives from NAPA and concerned local authorities were also involved; this makes a total of 70. More than 50 % of 3 pilot areas staff and 20% of NAPA staff are being trained through e-learning platforms and other tools. Post training surveys are being developed and shared upon finalisation of the training program by the consultant team by December 2021.
	Number of protected area staff completing specialised, targeted short- course financial training and financial skills development programmes	0	15		Achieved. More than 15 persons are trained on METT and FSS in the 3 pilot areas. Overall, there are > 37 PA staff trained in business plans, METT and FSS.
	Total annual funding available for the planning and management of the PA system.	US\$ 2 million	>US\$ 5 million		As calculated in the Financial Sustainability Scorecard, the annual funding available to the PA system as of Q1 2021 is \$5,188,556 (exceeding the target value).
	Establishment of a protected area Trust Fund	No	Yes	N/A	This indicator has been discarded after MTR. Instead of the trust fund, a special fund has been established based on the Government of Albania's decision no.19, dated 20 January 2021.
Outcome 2: Increased revenue from individual protected areas	Additional contributions from commercial enterprises operating in, benefiting from or linked to Dajti National Park	N/A	>US\$ 30,000/annum		> US\$ 45,000/ annum for 2020 Potential revenues generated by other touristic activities performed within the national park and from organised guided tours, but not actually collected from RAPA, are also evaluated. The total generated income fees / taxes have varied from 2019 - 2021 respectively: US \$38,935 USD (4,002,656 ALL); US \$45,003 (4,626,494 ALL); US \$3,881 USD (399,000 ALL (till June 2021 pandemic period)). In addition, there are evaluated revenues generated by economic activities performed within the Dajti NP and collected by other entities – central and/or local governments. In the case of Dajti NP, this framework applies the tax related to strategic investments.
	Additional income from the fishing,	N/A	>US\$ 10,000/annum		> US\$ 16,000/annum for 2020

Objective/Outcome	Indicator	Baseline	End-of-project target	TE Assessment	Justification
	farming and forestry activities in Divjaka-Karavasta National Park (DKNP)				Revenues generated by economic activities performed within the Divjaka NP, and collected either by RAPA Fier, or from other central and local authorities, have been evaluated. This evaluation included income generated from fees for use of certain areas within PA and fees related to the area rented out for certain activities The total generated incomes from the fees /taxes has varied from 2019 - 2021 respectively: US\$ 16,163 (1,664,800 ALL), US\$ 14,726 (1,516,800 ALL) and US\$ 736 (75,800 ALL (till June 2021 pandemic year/terms).
	Additional gross revenue from recreational visitors to the Llogara-Karaburuni complex (LKC)	N/A	>US\$ 20,000/annum		> US\$ 82,000/annum for 2020 Revenues generated by economic activities performed within the Llogara NP and collected by RAPA Vlore, have been evaluated following attempts to organise these fees as per DCM no 1156, dated 24.12.2020. The total generated incomes from the fees /taxes has varied from 2019 - 2021 respectively: US\$ 191,757 (19,751,000 ALL), US\$ 82,208 (8,467,400 ALL) and US\$ 43,746 (4,505,850 ALL (till June 2021 pandemic year/terms).
	Average METT score for three focal protected areas (DNP, DKNP, LKC)	39%	>47%		> 52% Individual METT score of the pilot PAs are the following: Dajti NP - 52 % Divjake-Karavasta - 65 % Llogara - 59 % Karaburuni-Sazan - 66 %

Table 6: Achievement of objectives and outcomes at Terminal Evaluation stage

60. The review of PA Albania project's achievements indicates that the project has delivered most of its outputs and achieved all, except one, 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 related stakeholders and adapting to changing conditions, in particular in adapting to impacts of COVID-19. The project delivered two outcomes. First, it has strengthened the capacity of the protected area system, notably the NAPA, for efficient financial planning and mobilisation of funds. Second, the project has assisted the three pilot protected areas to increase their revenues.

61. Outcome (Component) 1 of the project was budgeted for US\$690,600. As of 31 December 2021, US\$459,941 (or 66.6% of the planned resources) has been disbursed. It has to be noted that at the time when TE is being carried out this figure is certainly higher because additional funds have been disbursed in 2022 but the financial records available to TE Consultant do not show their distribution among the project's components. Outcome 1 includes the following three outputs:

- Output 1.1. National planning framework for protected area system is prepared;
- Output 1.2. Financial planning and management capabilities of the NAPA are strengthened; and
- Output 1.3. Capacity of the NAPA to mobilise funding for the protected area system is developed

62. As the internal MTR rightly pointed out, the most important output of Outcome 1, the establishment of the trust fund, has not materialised because the Government of Albania opposed it. However, the alternative, the establishment of the special fund, where the funds mobilised are being accumulated and used for the improvement of the protected areas, has been established. This seems to be a less rigid solution, and the results seem to be similar to those initially envisaged with the creation of the trust fund.

63. Among the key results achieved in Outcome 1 the following should be mentioned:

- Medium-term (2019-2023) Strategic Plan for the NAPA;
- Medium-term (2019-2023) Financial Plan for the National Protected Areas System;
- Implementation of a capacity development program with international support, including the development of training sessions, and planned training-of-trainers for NAPA and Regional Agencies for Protected Areas (RAPA) staff;
- Several operational policies and guidelines, namely: Assessment and Integration of Gender Vulnerability, Standards and its Access to Management and Conservation Actions in the Protected Areas in Albania; Guideline for Trail Network Design and Structures Maintenance in Protected Areas; Guideline for Trail Network Design and Structures Maintenance in Protected Areas; etc.
- Eight local junior staff hired for the Visitor Centres in Dajti, Divjake-Karavasta, Radhima and Llogara are working actively, with important promotional and educational activities and tools, despite the difficult situation with COVID-19 limitations. This assistance filled a serious gap in capacities and logistics that parks were facing and moreover, some of them were absorbed and recruited for the RAPA they worked for; thus, the engaged juniors assisted the administration on maintaining and functioning the visitors, info centres, etc.

64. Outcome (Component) 2 of the project was budgeted for US\$600,400. As of 31 December 2021, US\$541,548 (or 90.2% of the planned resources) has been disbursed. As noted for Outcome 1, at the time when TE is being carried out this figure is certainly higher because additional funds have been disbursed in 2022 but the financial records available to TE Consultant do not show their distribution among the project's components. Outcome 1 includes the following three outputs:

- Output 2.1. Commercial enterprises operating in Dajti National Park (DNP) contribute financially to the operational management costs of the park
- Output 2.2. Park income is derived from fishing, farming and forestry activities in the natural resource use zones of Divjaka-Karavasta National Park (DKNP)
- Output 2.3. Park revenues are collected from the summer influx of recreational users in the Llogara- Karaburuni protected area complex (LKC)

65. All end-of-project targets have been achieved. Targets for additional annual income in all three pilot protected areas have been exceeded. Following a raised revenue, and with the support of the project, several important improvements have been made in these areas, which have contributed to the increased number of visitors and, consequently, the revenues:

- DNP Landscape Study;
- LKPA Landscape Study;
- Maintenance of the unified outdoor hiking trails in Dajti and Divjake-Karavasta NPs;
- Feasibility Study on Reforestation Works
- Business Plans Dajti NP, Divjake-Karavasta NP, Llogara NP, Karaburun-Sazan MPA
- Assessment of potential for income generation with focus on three pilot sites
- A guidebook on technical standards and procedures for walking trails in PAs
- Baseline Assessment on PAs management policies at the municipality level
- Assessment and integration of gender standards and its access PAs management;

66. Regarding the TE assessment of the “yet to be achieved” indicator in Table 6 above (*Number of protected area staff trained in the financial policies and guidelines of the NAPA*), the rating is mostly due to the fact that training and capacity building is still going on and that the required number of trained persons has not yet been reached. However, the PMU has carried out all the necessary activities to secure achievement of this target before the project will be closed down.

3.3.2 Relevance

67. The ProDoc states that the PA Albania project is “...fully aligned with the National Biodiversity Target 2 (...) of the National Biodiversity Strategy of Albania for the period 2012-2020. It will specifically contribute to the Objective 2.1 ‘By 2020 at the latest, the financial resources for biodiversity from all sources should double compared to the average annual biodiversity funding for the years 2006-2010’ of the strategy. The project will assist the GoA in responding to the critical need for ‘administrative capacity building of staff of protected areas administrations’ as identified in Albania’s Fifth National Report to the CBD (2014). The project responds to a number of the key ‘financial and institutional challenges’ that are identified in the Albanian Rio + 20 Report, A new path for sustainable development: a green economy for Albania. Finally, the project will contribute to addressing one of the main priority issues for the successful implementation of the CBD – ‘little capacity to ...manage ... protected areas without external financial and technical support’ – that was identified in the National Capacity Self-Assessment (NCSA) Report for Albania (2006)”.

68. It was indicated in the internal MTR, and subsequently confirmed during the project's implementation, that the PA Albania project has remained highly relevant to the needs and priorities relating to Albania's national protected areas system. The project is also very well aligned with the GEF Biodiversity Focal Area, notably its Outcome 1.1 "Increased revenue for protected area systems and globally significant protected areas to meet total expenditures required for management".

69. The TE finds that the PA Albania project is highly relevant to the needs of Albania and is therefore rated as **Highly Satisfactory (HS)**.

3.3.3 Effectiveness

70. The PA Albania project has achieved its overall objective to improve the management effectiveness of Albania's protected areas system and contribute to increasing funds for the technical improvements of the protected areas, which have resulted in the increased number of visitors and, consequently, their revenues. As noted in Section 3.3.1. above, both outcomes 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 country's 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 15, and marginally to SDG 14.

71. The project has made very good progress towards raising the capacity of NAPA to efficiently manage the protected areas as well as improving its capacity to increase revenues from various sources, incorporating a number of local stakeholders, notably business operators. The project has not succeeded in one important area, the establishment of a trust fund that would direct resources generated by the protected areas strictly into their improvement. However, the alternative solution, creation of a special fund, seems to be an adequate substitute for the initial objective of the project.

72. One constraining factor was the unexpected occurrence of the COVID-19 pandemics. However, the project management team navigated through the crisis with great skill, which resulted only into delay, but with no outright interruption of implementation of the project activities.

73. The ProDoc includes a brief description of the project's planned engagement on gender mainstreaming, as part of the Social and Environmental Screening Protocol. The project did not have a specific gender analysis at the project development phase, as the project was developed prior to this being required for UNDP projects. The project finalised an assessment study on integration of Gender Vulnerability, Standards and Access to Management and Conservation Actions in PAs in Albania. The Gender Action Plan aimed at establishing new working methodologies within institutions responsible for the management of PAs. It responds to one of the main findings of the assessment, namely the biased ratio of women vs. men employed with the PAs' regional administration system (respectively 9 % to 91%). The project contributed to some gender equality related results areas such as improving the participation and decision-making of women in natural resource governance, targeting socio-economic benefits and services for women.

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

3.3.4 Efficiency

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

76. The TE confirms the finding of the internal MTR that there have been no notable issues related to UNDP oversight of the PA Albania project. The UNDP Albania Country Office has provided all necessary support for the project with the Government of Albania. In addition, at both national, regional and global levels, UNDP has provided appropriate oversight for the project, ensuring the project's progress reporting has been comprehensive, accurate, and realistic. Support for procurement and financial management has also been adequate. Equally so, the TE confirms the internal MTR's statement that there have been no notable issues related to project management. The project manager did change in the 2nd quarter of 2019, but the handoff process was smooth, and did not cause any delays or other disruptions in the project's work. This was significantly due to the fact that the new project manager is an experienced UNDP-GEF project manager, who was already working with UNDP prior to taking on the role as manager of the PA Albania project. Since the change the project activities have continued apace, or perhaps even progressed even more rapidly.

77. The project development period was 19 months, which is a relatively long time for a 1-step GEF MSP. The change of the government as well as some legislative changes caused the delay in signing up the ProDoc. Consequently, the "no-cost" extension of the project was the result of the delays in the project's start-up but also of the impacts caused by the COVID-19.

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

3.3.5 Overall Outcome

79. The overall outcome of the PA Albania project is calculated in the Table 7 below:

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

Table 7: Assessment of Outcomes

3.3.6 Sustainability

80. The ProDoc's section on Sustainability and Replicability elaborates on several elements of sustainability and scaling-up including, among other, approaches and measures to increase revenues and building financial capabilities of NAPA. The internal MTR analysed the project's sustainability but did not rate it.

3.3.6.1 Financial

81. As internal MTR stated, the financial risks to sustainability are rather limited. The project's objective is to improve the financial sustainability and if the project is successful financial sustainability risks should be significantly minimised. The results achieved so far show that all the end-of-project financial targets have been achieved while, at the same time, the improvements in protected areas that have been supported by the project are a guarantee that the financial targets achieved can be sustained for a long time. The financial sustainability is rated as **Likely (L)**.

3.3.6.2 Socio-economic

82. The internal MTR has identified an additional moderate socio-political risk, which is the resistance of local stakeholders, partners and resource users to accept the revenue generation mechanisms for the three individual protected areas. The end-of-project targets were set under the assumption that cooperation and compliance of these stakeholders will be assured. Additionally, there was a risk that conflict may arise between these stakeholders and NAPA, once the latter has increased its monitoring capacity, which were supposed to reduce the illegal activities in protected areas. This risk has been minimised due to the efforts of the PMU to cooperate and communicate with the local stakeholders. The socio-economic sustainability is rated as **Likely (L)**.

3.3.6.3 Institutional Framework and Governance

83. The institutional framework and governance risks to sustainability are minimal. NAPA has enhanced its capacities to support the protected areas system in Albania. The TE rates the sustainability of institutional framework and governance as **Likely (L)**.

3.3.6.4 Environmental

84. There are no significant environmental risks to sustainability of the project results. The environmental sustainability of the project is **Likely (L)**.

3.3.6.5 Overall Likelihood

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

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

Table 8: Assessment of sustainability dimensions

86. In March 2022 the project's Exit Strategy has been prepared and discussed with partners and stakeholders. Its aim was to ensure a structured and orderly project completion process. The exit strategy supports the handover and sustainability of all key project results. The exit strategy outlines key roles and responsibilities in the project completion and handover process.

87. 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

88. The PA Albania project is fully aligned with the national development planning framework. It is linked to the National Biodiversity Strategy of Albania for the period 2012-2020. It also responds to the needs identified in other relevant country plans and strategies such as Fifth National Report to the CBD, Albania Rio+20 Report and others. The project outcomes have not yet been incorporated into the national sectoral and development plans, but it introduces new approaches at the national level to increase revenues in protected areas, which increases its replicability potential.

89. Government officials have participated actively in the development of the project proposals, and through NAPA as well as regional protected areas administrations in three regions where pilot protected areas are located, they have been actively involved in the project's implementation. The government has fulfilled its financial obligation to the project as the reported co-financing surpassed the confirmed government co-financing. Government officials have been members of the PSC. The TE finds that the country ownership of the projects has been secured.

3.3.8 Gender and Women's Empowerment

90. The ProDoc does not elaborate on gender mainstreaming but the Social and Environmental Sustainability Procedure template briefly elaborates on the matter. It states that "...the project, while limited in scope and impact, will actively facilitate the equitable participation of women in, and beneficitation of women from, project activities...ensuring that women participate in, or benefit directly from: (i) financial training and skills development for protected area staff; (ii) professional, technical and/or labour employment opportunities created by the project; (iii) outsourced commercial development opportunities created by the project; and (iv) professional service provider services procured by the project." During implementation the project has been working to develop a more detailed gender analysis, and the first portion of this work has been completed in December 2019: *"Assessment and Integration of Gender Vulnerability, Standards and its access to management and conservation actions in protected areas in Albania."* The project results framework does not have gender disaggregated indicators, but few of the project results indicators would have the potential to be disaggregated.

91. The PA Albania project ensured that the Project Steering Committee is gender balanced. The gender issues are incorporated in project activities by encouraging, engaging and promoting women participation in almost each and every activity on site. Business planning for each of the PAs is reviewing gender-relevant issues related to PA revenue generation. The development of training and capacity development activities is being carried out in a gender-sensitive manner and will specifically aim to ensure gender mainstreaming and gender balance in actual implementation of training and capacity development activities.

92. It is expected that the actions taken by the project with regards to gender mainstreaming and empowerment will have long-term impact, in particular through improving the participation and decision-making of women in protected areas management as well as business activities related to it.

3.3.9 Cross-cutting Issues

93. The PA Albania project had a positive effect on the local population because, in spite of early reservations, they have become very much integrated in the commercial activities of the protected areas providing a score of necessary services increasing, thus, the attractiveness of these areas for visitors. It will contribute to the Sustainable, Resilient and Green Economic Growth and Resource Management programme priority identified in the Country Programme Document for Albania (2022-2026), and in particular by promoting ecotourism and nature-based tourism. By increasing the employment and income opportunities of the local population living in the vicinity of the protected areas, the PA Albania project contributed to the poverty reduction and sustained livelihoods.

3.3.10 Catalytic Role / Replication Effect

94. 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”*.

95. The ProDoc has a brief description of the project’s replicability potential. It states that it is envisaged that all viable approaches will either be scaled up across the entire protected area system or will be replicated in a subset of protected areas where the approach is viable. Unfortunately, the ProDoc does not elaborate further on the practical modalities of replication and/or scaling up, nor does it include an exit strategy to be prepared. The effective life of the project has not been long enough to see any catalytic effects or replication and upscaling. However, the TE finds that the project’s results show a clear path towards replication and scaling up and it is expected that the lessons learned and positive experiences will be taken further and applied to other protected areas in Albania.

3.3.11 Progress to Impact

96. The ProDoc states that GEF scenario “...seeks to reduce existing funding gaps for the protected area system, improve the financing of individual protected areas, improve cost-efficiencies in individual protected areas and build the financial management capacities of protected area staff.” These might be considered as the long-term impacts to be achieved by the PA Albania project. The ToC was not developed during the project development phase, hence the TE Consultant developed one based on the elements that could be found in the ProDoc (see section 2.7). The reconstructed ToC states that the impact of the project will strengthen the institutional framework for, and financial sustainability of, Albania’s protected areas system.

97. There are no project indicators of environmental stresses and there is no data collected by the project that suggests that certain environmental stresses have been reduced in some areas. Also, there are no project indicators related to changes in environmental status. Nevertheless, the project’s effort to increase the contribution of additional funding, which went to the improvement of the status of the protected areas, may have resulted in the improvement of their environmental status. However, concrete data that would substantiate the above statement do not exist.

98. The project contributed to better financial planning in selected protected areas in Albania, resulting in development and adoption of strategic and financial plans in pilot protected areas. This

has led to increased annual financial funding for the protected area system. Financial planning and management capabilities of the NAPA staff have been strengthened.

99. There were no project indicators or monitoring of changes in socio-economic status of local population, therefore no data are available to support any analysis. However, project investment in improvement of infrastructure related to enhancing nature tourism in protected areas, which has involved local enterprises and population, may eventually lead to increased revenues and improvement of socio-economic status of the local population.

4 Main Findings, Conclusions, Recommendations and Lessons Learned

4.1 Main Findings

100. **Relevance:** The PA Albania project is highly relevant because it responds to a number of international and national initiatives. The project remains relevant to the implementation of the CBD, particularly the Aichi Targets and Program of Work on Protected Areas (POWPA). The project is consistent with Albania's national biodiversity conservation priorities, notably by contributing to the implementation of the National Biodiversity Target 2 of the National Biodiversity Strategy of Albania for the period 2012-2020. During implementation the project has remained highly relevant to the needs and priorities relating to Albania's national protected areas system, in particular by improving its financial sustainability. The project also contributes to the Sustainable, Resilient and Green Economic Growth and Resource Management programme priority identified in the UNDP's Country Programme Document for Albania (2022-2026), and in particular by promoting ecotourism and nature-based tourism. By increasing the employment and income opportunities of the local population living in the vicinity of the protected areas, the PA Albania project contributed to the poverty reduction and sustained livelihoods.

101. **Effectiveness:** The PA Albania project has achieved its overall objective to improve the management effectiveness of Albania's protected areas system and contribute to increasing funds for the technical improvements of the protected areas, which have resulted in the increased number of visitors and, consequently, their revenues. Both outcomes 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 country's priorities. The project has made very good progress towards raising the capacity of NAPA to efficiently manage the protected areas as well as improving its capacity to increase revenues from various sources, incorporating a number of local stakeholders, notably business operators. The project has not succeeded in one important area, the establishment of a trust fund that would direct resources generated by the protected areas strictly into their improvement. However, the alternative solution, creation of a special fund, seems to be an adequate substitute for the initial objective of the project.

102. **Efficiency:** The project has been confronted by the unexpected occurrence of the COVID-19 pandemics. However, the project management team navigated through the crisis with great skill, which resulted only in a delay, but without an outright interruption of implementation of the project's activities.

103. **Sustainability:** Institutional capacity for financial planning and management has been strengthened at national and regional levels, including the financial capabilities of the selected

protected areas to raise additional funds for the maintenance and development. The project has succeeded in increasing the support of the local population.

4.2 Conclusions

104. The PA Albania project has fully met its objective to reduce the funding gap for protected areas and to increase the management effectiveness in order to improve the conservation status of their biodiversity value. The total finances available to the protected area system (per the Financial Sustainability Scorecard) has increased from \$3.2 million to \$5.2 million, thereby reducing the overall financial deficit for the system. The most critical achievements, which were partially facilitated by the project's work, have been the Decisions of Council of Ministers (DCMs) issued in 2020 and 2021 (further described in outcomes below) that relate to the rights of individual protected areas to collect revenue, and to use that revenue directly to improve management of the protected area. The overall institutional capacity strengthening of the NAPA has been another key factor, as staff have been provided with critical financial management tools and training, leading to improved financial management of the overall system.

105. Several factors contributed to the successful completion of the project. The ProDoc has clearly stated objectives followed by a rational design of project's outcomes and outputs. The SRF was clear and indicators were SMART, which allowed easy monitoring and reporting on the project's results. The project implementation team was very committed and spared no time to engage in consultation with the project partners. Another important factor was the high relevance of the sustainable protected areas management to the Government of Albania, which has also enhanced the country's ownership of the project. These are the basic ingredients for the long-term sustainability of the project's outcomes. 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 envisaged in the ProDoc. However, there are indications that such a strategy will be prepared before the project will be closed down.

106. The project had a long development period, and once it was approved by the GEF it took a relatively long time, because of the change of government, to sign the ProDoc. The project manager was changed several times, but since early 2019, when an experienced UNDP expert took the helm of the project, realisation of its activities continued rather smoothly. The project was again struck by the effects of the COVID-19 pandemics. These reasons have required a project extension of 18 months, which was granted. At the time when the Terminal Evaluation was performed, there was still a sizeable amount of funds that were not disbursed, but the contract with relevant consultants have been signed and it is expected that the project will be successfully completed by mid-August 2022, with all the funds being disbursed.

4.3 Recommendations

107. Since the project is soon to be closed the TE proposes a limited set of recommendations that refer to the remaining activities of the project but also to future similar projects in Albania and/or elsewhere in the region.

108. **Recommendation 1:** Finalise arrangements for the functioning of the special fund for the protected areas. The fund should collect income generated by the protected areas, as well as other funding mobilised by NAPA and other donors. The funds collected should to the most possible extent be used for the improvement and development of protected areas.

109. **Recommendation 2:** Efforts should be made to complete all the activities envisaged by the ProDoc and disburse all the funds provided by the GEF grant. The PMU should closely monitor implementation of the activities.

110. **Recommendation 3:** While the project's exit strategy was finalised and discussed with partners and stakeholders, efforts should be made to achieve a smooth transition towards a post-project period in order to maintain the momentum and secure the sustainability of project's results.

111. **Recommendation 4:** Complete the Biodiversity Tracking Tool before the closure of the project. The last revision of the Tracking Tool was prepared on 15 December 2021, but one has to be prepared before the project will be closed.

112. **Recommendation 5:** In order to facilitate access to the knowledge base generated during the course of the Project, upload all technical documents produced with project support onto the project's portal.

113. **Recommendation 6:** Develop information dissemination strategy to share best practices to replicate project's results to other protected areas in Albania.

114. **Recommendation 7:** 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.

4.4 Lessons Learned

115. The PA Albania 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 the project's 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.
- The project has been successful in changing the perception that the protected areas are only the cost and that they have become a self-sustaining mechanism that can finance a large portion of its development costs of the self-generated income. This message has to be transmitted further.
- If some barriers are not possible to remove through a project effort, such as the creation of the trust fund, effort should be placed on removing such barriers by looking for alternative solutions that may produce similar results. Adaptive management is a critically important instrument for reaching the project's objectives.
- Good communication is a critical ingredient for the success of the project. A good website with all the outputs and other necessary information is important, but other communication instruments should be used to convince local communities of the benefits of the project.

Annexes

Annex I: TE ToR (excluding ToR annexes)

BACKGROUND

1. Introduction

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 project titled ***“Enhancing financial sustainability of protected areas system in Albania”*** (PIMS #5602) implemented through the *UNDP Albania CO/Ministry of Tourism and Environment*. The project started on the 1 December 2017 and is in its 4th year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects’ [Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#)

2. Project Description

The Government of Albania has established a representative system of Protected Areas (PAs), which covers more than 18% of the Albanian territory. The Law on Protected Areas provides significant improvement in the overall management effectiveness of the country’s system of PAs; it is substantially contributing to planning, administration and use of PAs in Albania consolidating the legal context for the declaration, conservation, administration, management and use of the PAs and their natural and biological resources, as well as facilitating conditions for the development of ecotourism, public information and education and the generation of direct and indirect economic benefits by the local population as well as the public and private sectors.

The current funding baselines for the PA system, and the capacities to administer and improve PA revenue streams, are still well below the levels required to ensure that the protected area system can properly serve its function as an important tool to protect biodiversity.

This project seeks to assist the GoA in reducing existing funding gaps for the system of protected areas, improving the management of individual protected areas, improving cost-efficiencies in individual protected areas and building the financial management capacities of protected area nationwide by increasing the capacity of the central and local staff. Therefore, it focuses activities at two levels of support: (i) building the financial management capacities of the agency responsible for administering the system of protected areas; and (ii) demonstrating the efficacy of different financing strategies in a sub-set of individual protected areas.

One of the project components is focused on implementation of mechanisms to improve revenue streams on three National Parks: (i) Dajti National Park (DNP); (ii) Divjaka-Karavasta National Park (DKNP); and (iii) the Llogara-Karaburun protected area complex (LKC).

3. TE Purpose

The TE report will assess 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 TE process must follow a collaborative and participatory approach ensuring close engagement with key participants including the Country Office M&E Focal Points and Programme Officers, Government counterparts including the GEF Operational Focal Point (OFP), the Directorate of Development Programmes on Environment and other key stakeholders. The TE occurs during the last few months of project activities, allowing the TE team to proceed while the Project Team is still in place, yet ensuring the project is close enough to completion for the evaluation team reach conclusions on key aspects such as project sustainability.

The COVID pandemic has affected the project implementation due to several measures and restrictions imposed in the country.

Since March 9, 2020, where measures on Covid-19 have started in Albania, a set of mitigation measures including lockdowns, curfews, travel bans were applied, and some continue to be in place amid the rise of the number of cases of Covid-19 in Albania.

They have affected the project implementation resulting in some delays due to delays in government counterparts providing feedback and inputs for the development of studies and activities, difficulty/inability in reaching out to stakeholders to acquire information and data for the preparation of studies and their participation in awareness raising activities, workshops, meetings, etc.

Description of responsibilities

4. TE Approach & Methodology

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

The TE consultant will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Social and Environmental Screening Procedure/SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation.

The TE consultant is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

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 executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc. Additionally, the TE consultant is expected to conduct field missions. In case that the TE mission might not be possible due to the Covid-19 situation in Albania, the virtual tools will be used to conduct the interviews.

Partner	Contact Name
<i>Project Manager</i>	<i>Violeta Zuna</i>
<i>UNDP Country Office Programme Officer</i>	<i>Elvita Kabashi</i>
<i>Project Implementing Partner</i>	<i>Klodiana Marika, National Project Director</i>
<i>GEF Focal Point</i>	<i>Sofjan Jaupaj</i>
<i>National Agency of Protected Areas</i>	<i>Zamir Dedej, General Director</i>
<i>Regional Agency of Protected Areas of Tirana</i>	<i>Ilir Vishkurti – Director of Tirana RAPA, responsible for Dajti NP</i>

<i>Regional Agency of Protected Areas of Fier</i>	<i>Ardian Koci – Director of Fier RAPA, responsible for Divjake-Karavasta NP.</i>
<i>Regional Agency of Protected Areas of Vlora</i>	<i>Lorela Lazaj – Director of Vlora RAPA, responsible for Llogara NP and Karaburun-Sazan MPA</i>
<i>Prefect of Vlora</i>	<i>Flamur Mamaj, Head of Management Committee</i>
<i>Fishery Association in Vlora</i>	<i>Sherif Dyrnishi, Responsible Fishermen Association</i>
<i>Private business in Divjaka</i>	<i>Resort Divjaka</i>
<i>Private business in Tirana</i>	<i>Dajti Express</i>

The specific design and methodology for the TE should emerge from consultations between the TE consultant and the above-mentioned parties 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 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, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders 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.

UNDP cannot be liable for anything that may result to the international consultant that is COVID related, be it health wise, time in quarantine, change in flights, etc. The TE consultant should develop a methodology that takes this into account and the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires.

If a data collection/ field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.).

1. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (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 [Guidance For Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects](#).

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

i. Project Design/Formulation

- National priorities and country driven-ness
- Theory of Change
- Gender equality and women's empowerment
- Social and Environmental Safeguards
- Analysis of Results Framework: project logic and strategy, indicators

- 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
- ii. 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
- iii. 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 (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
 - GEF Additionality
 - Catalytic Role / Replication Effect
 - Progress to impact
- iv. 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 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 D.

2. 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 assessment. TE consultant submits the Inception Report to the UNDP CO and project management. Approximate due date: February 15, 2022.
- Presentation: TE consultant presents initial findings to project management and the UNDP CO at the end of the TE assessment. Approximate due date: March 10, 2022.
- Draft TE Report: TE consultant submits full draft report with annexes within 3 weeks of the end of the TE assessment. Approximate due date: March 31, 2022
- Final TE Report* and Audit Trail: TE consultant submits revised report, with Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report, to the UNDP CO within 1 week of receiving UNDP comments on draft. Approximate due date: April 25, 2022.

*The final TE report must be in English. If applicable, UNDP CO may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

All final TE reports 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.¹

3. TE Arrangements

The principal responsibility for managing the TE resides with the UNDP CO Albania.

The UNDP CO Albania will contract the consultant and ensure the timely provision of per diems and travel arrangements within the country for the TE consultant. The Project Team will be responsible for liaising with the TE consultant to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

Due to the COVID-19, the UNDP CO Albania and Project Team will support the implementation of remote/ virtual meetings. An updated stakeholder list with contact details (phone and email) will be provided by the UNDP CO Albania to the TE consultant.

4. Duration of the Work

¹ Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>

The total duration of the TE will be approximately *20 working days* over a time period of *(3 months)* starting *February 1, 2022* and shall not exceed 3 months from when the TE consultant is hired. The tentative TE timeframe is as follows:

- *February 4, 2022*: Prep the TE (handover of project documents)
- *February 8, 2022*: 2 days (recommended 2-4): Document review and preparing TE Inception Report
- *February 15, 2022*: 2 days: Finalization and Validation of TE Inception Report- latest start of TE assessment
- *February 10- 25, 2022*: 7 days (r: 7-15): TE assessment: Mission in Albania or virtual stakeholder meetings, interviews.
- *March 10, 2022*: Assessment wrap-up meeting & presentation of initial findings- earliest end of TE assessment
- *March 31, 2022*: 5 days (r: 5-10): Preparation of draft TE report
- *April 3, 2022*: Circulation of draft TE report for comments
- *April 15, 2022*: 1 day (r: 1-2): Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
- *April 22, 2022*: Preparation & Issue of Management Response
- *April 25, 2022*: Expected date of full TE completion

The expected start date of the contract is *01.02.2022*

5. Duty Station

Travel:

- International travel might not be possible for the consultant given the current situation with the COVID-19 pandemic and travel restriction imposed by number of countries in the region and globally;
- In case of travel, the BSAFE course must be successfully completed prior to commencement of travel;
- The Consultant is responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- The Consultant is required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

REQUIRED SKILLS AND EXPERIENCE

International evaluator:

Education

- Master's degree in *M&E, sustainable development, social sciences, environmental conservation* 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 *Biodiversity/Environment*.
- Experience in evaluating projects;
- Experience working in *the Balkans and/or Albania*.
- Experience in relevant technical areas for at least *10 years*;

- Demonstrated understanding of issues related to gender and *Biodiversity*, experience in gender responsive evaluation and analysis;
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset

Language

- Fluency in written and spoken English.

6. Evaluator Ethics

The TE team 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.

7. Payment Schedule

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the UNDP CO
- 40% payment upon satisfactory delivery of the draft TE report to the UNDP CO
- 40% payment upon satisfactory delivery of the final TE report and approval by the UNDP CO and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

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).
- The Audit Trail includes responses to and justification for each comment listed.

APPLICATION PROCESS

Applicants are requested to send in their offer by January 24, 2020. Individual consultants are invited to submit applications for this position.

Scope of Price Proposal and Schedule of Payments

Financial Proposal:

- Financial proposals must be "all inclusive" and expressed in a lump-sum for the total duration of the contract. The term "all inclusive" implies all cost (professional fees, travel costs, living allowances etc.);

- The lump sum is fixed regardless of changes in the cost components.

8. Recommended Presentation of Proposal

- a) **Letter of Confirmation of Interest and Availability** using the [template](#) provided by UNDP;
- b) **CV and a Personal History Form** ([P11 form](#));
- c) **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- d) **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc.), supported by a breakdown of costs, as per template attached to the [Letter of Confirmation of Interest template](#). If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All application materials should be submitted indicating the following reference “Consultant for Terminal Evaluation of *(Establishing Albania’s Environmental Information Management and Monitoring System Aligned with the Global Reporting)*” by email at the following address ONLY: procurement.al@undp.org by 16.00 CET on 21.12.2020 . Incomplete applications will be excluded from further consideration.

9. Criteria for Selection of the Best Offer

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

Annex II: TE Mission itinerary

31 March 2022:	Arrival to Tirana
1 April 2022:	Meeting with E. Kabashi (UNDP), Violeta Zuna (UNDP) and Zamir Dedej (NAPA)
1 April 2022:	Visit to Divjaka – Karavasta National Park
2 April 2022:	Departure from Tirana

Annex III: List of persons interviewed

- Elvita Kabashi, Project Director (UNDP)
- Violeta Zuna, Project Coordinator (UNDP)
- Zamir Dedej, Director (NAPA)
- Klodiana Marika, Director, Department of Development Programmes on Environment (MoET)
- Lorela Lazaj, Director, Regional Administration of Protected Areas Vlore
- Ilir Vishkurti, Director, RAPA Tirana
- Josh Brann, PA Albania Advisor

Annex IV: List of documents reviewed

- Project document
- PIFs
- Project Steering Committee meetings' minutes
- Stakeholder meetings' reports
- PIRs
- Work Plans
- Financial reports
- Co-financing report and letters
- Internal MTR report
- Workshop reports
- Project outputs
- Miscellaneous documents
- UNDP Terminal Evaluation guidelines
- Exit Strategy
- Final Audit Report

Annex V: Evaluation 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 biodiversity conservation and protection? • Do the projects' objectives fit GEF IW and UNDP strategic priorities and how do they support the GEF BD 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, PIF, CEO endorsement • Project Inception Report • PIRs, AWP, PSC minutes • SESP documents • Project output reports • PMU 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"> • Has the project delivered their outputs and outcomes against the indicators and targets provided in the Results Framework? 	<ul style="list-style-type: none"> • Changes to Results Framework • Status of outputs and outcomes achievement • PIR narrative analysis 	<ul style="list-style-type: none"> • Results Frameworks, PIRs, AWP, PSC meeting minutes • Mid Term Review • PMU team • UNDP, GEF 	<ul style="list-style-type: none"> • Document review • Online interviews or face to face • Email

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> 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 biodiversity conservation and protection? 	<ul style="list-style-type: none"> Evidence that beneficial development effects are being generated Perspectives of PMU, partners and stakeholders 	<ul style="list-style-type: none"> Project partners 	
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 implementation? What were the causes of the delays, if any, and how have these been resolved? 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 PMU effective in providing leadership towards achieving the project results? 	<ul style="list-style-type: none"> Quality of project design Evidence of delays and their impact on project implementation Clarity of project management structure 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"> Results Frameworks, PIRs, AWP, PSC meeting minutes PMU team UNDP, GEF Project partners 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> Was the PMU able to adapt to changing circumstances and solve problems as they arose? Were adaptive management changes reported by the PMU 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"> Did the PMU maintain productive relationships and communications with the partners and other key stakeholders throughout implementation? Has communication between the PMU, UNDP, GEF and the stakeholders been clear, effective and timely? Has the coordination with the UNDP 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"> Quality and timeliness of communications between PMU, partners and other stakeholders Perspectives of partners and stakeholders Quality and timeliness of communication between PMU and UNDP administrative units. 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"> PIRs, PSC meeting minutes, project correspondence (as available) Project partners PMU team, UNDP 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
<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? 	<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 	<ul style="list-style-type: none"> PIRs, PSC meeting minutes, project correspondence (as available) Budget reports Co-financing pledge letters Co-financing tables PMU team, UNDP 	<ul style="list-style-type: none"> Document review Review of budget reports Online interviews or face to face Email

Evaluative Criteria Questions	Indicators	Sources	Methodology
<ul style="list-style-type: none"> 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"> Details of co-financing received against co-financing pledged 		
<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? Are there sufficient resources allocated for monitoring and evaluation and are these being used effectively? 	<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 PMU team, UNDP, GEF Project partners ProDoc, PIRs, AWP, PSC meeting minutes PMU team, UNDP, GEF 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
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 PMU, UNDP, GEF and other key partners and stakeholders 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, PMU 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"> Evidence of ownership of project outcomes by key partners and stakeholders 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, PMU team, UNDP, GEF 	<ul style="list-style-type: none"> Document review

Evaluative Criteria Questions	Indicators	Sources	Methodology
<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"> 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"> Project partners and other stakeholders 	<ul style="list-style-type: none"> 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? 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"> 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 Institutional partners and stakeholders' needs for scaling-up and replication of specific aspects of the projects have been reviewed by the PSC 	<ul style="list-style-type: none"> ProDoc, PIRs, PSC meeting minutes, PMU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email
<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, PMU 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?			

Evaluative Criteria Questions	Indicators	Sources	Methodology
<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 PMU 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 PMU 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, PMU team, UNDP, GEF Project partners and other stakeholders 	<ul style="list-style-type: none"> Document review Online interviews or face to face Email

Annex VI: Questionnaire used for interviews

1. To what extent the project is consistent with national and local policies and priorities and the needs of intended beneficiaries in your country?
2. How the project's intended results have been achieved through its implementation (Opinion of the stakeholders!)?
3. Assess the outputs, outcomes and impact achieved by the project. Is it a good value for money?
4. Were the relevant country representatives, from government and civil society, involved in the project preparation and execution?
5. Are the project's objectives and components clear, practicable and feasible within its timeframe?
6. Were the capacities of executing institution and counterparts properly considered when the project was designed?
7. Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval?
8. Has the project involved relevant stakeholders through information-sharing, consultation and by seeking their participation in the project design?
9. Were the project roles properly assigned during the project design?
10. Can the management arrangement model employed in the project be considered as an optimum model?
11. Were the management arrangements implemented and how efficient they are?
12. What is the quality of your communication with PMU?
13. Assess the role of UNDP.
14. Assess whether or not national and local stakeholders have participated in project management and decision-making.
15. Have you perceived problems in the execution of the project? If yes, what were they?
16. Has the project contributed to improved capacity for financial sustainability of Protected Areas in Albania?
17. Has the project contributed to improved interaction and cooperation between central and local level with regard to river basin management? If yes, how and to what extent?
18. Have results on output level contributed to the overall achievements of the project's objectives?

Annex VII: TE Rating scales

TE Rating Scales	
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 VIII: 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 limitations, 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

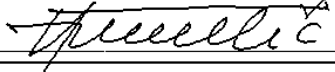
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

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 IX: 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: _____

Annex X: TE Audit Trail (*Annexed in a separate file*)

Annex XI: GEF/LDCF/SCCF Core Indicators or Tracking Tools (*Annexed in a separate file*)