

**Terminal Evaluation of the UNEP/GEF Project
“Achieving biodiversity conservation through creation,
effective management and spatial designation of protected
areas and capacity building in Bosnia and Herzegovina”
(GEF ID: 6990)**



**Evaluation Office of the
United Nations Environment Programme
Distributed: October 2023**

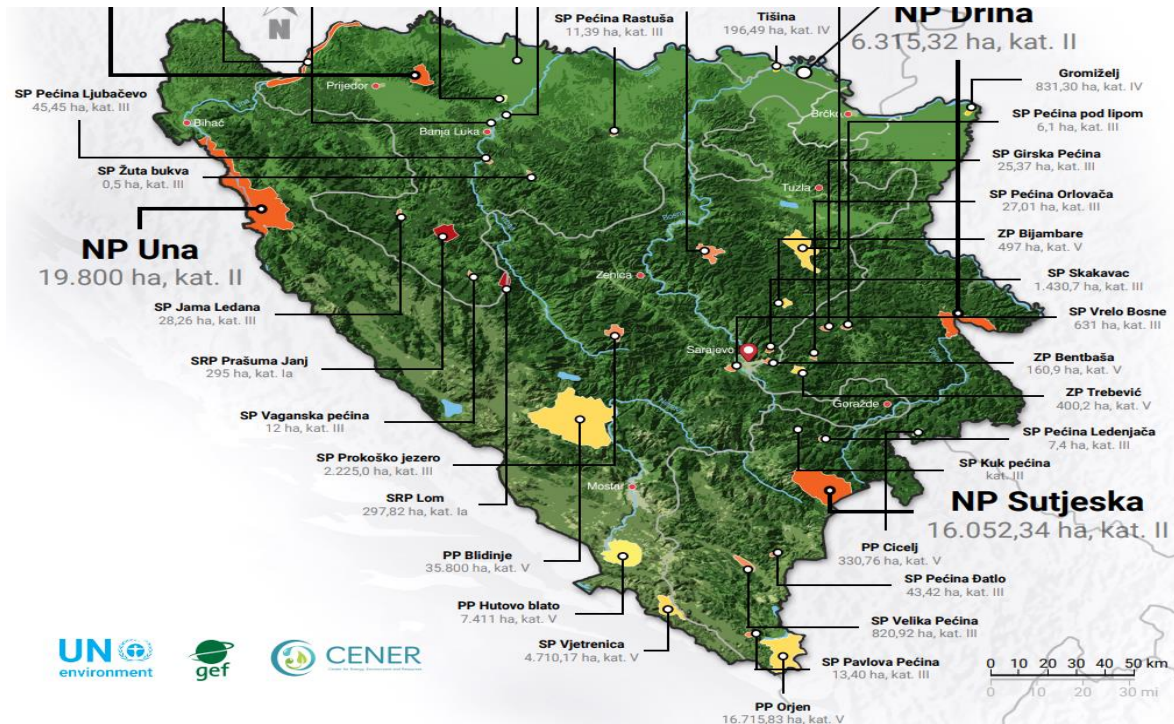


Figure A: Bosnia and Herzegovina, map of various Protected Area sites (2022), source: UNEP.

This report has been prepared by external consultant and is a product of the Evaluation Office of UNEP. The findings and conclusions expressed herein do not necessarily reflect the views of Member States or the UNEP Senior Management.

For further information on this report, please contact:

Evaluation Office of UNEP

P. O. Box 30552-00100 GPO

Nairobi Kenya

Tel: (254-20) 762 3389

Email: unenvironment-evaluation-director@un.org

Website: <https://www.unenvironment.org/about-un-environment/evaluation>

Project Title: Terminal Evaluation of the UNEP/GEF Project “Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina”

Project Number: GEF Project ID 6990

Date: October 2023

All rights reserved.

© (2023) UNEP

ACKNOWLEDGEMENTS

This Terminal Evaluation was prepared for UNEP by Jonathan McCue, Principal Evaluator) who would like to express his gratitude to all persons met and who contributed to this evaluation, as listed in Annex II. In addition particular thanks goes to the UN Evaluation Office support team throughout the process, namely Susan Wangui Mugwe (Evaluation Manager), Mercy Mwangi (Evaluation Programme Assistant) and Matea Grobovac (BiH UNDP Office).

The evaluation consultant hopes that the findings, conclusions and recommendations will contribute to the continuous improvement of similar projects in other countries and regions.

BRIEF CONSULTANT(S) BIOGRAPHY

Jonathan McCue (Principal Evaluator). Jonathan is a UK based independent consultant who is a Director of his own company, Sustainable Seas Ltd (www.sustainableseas.co.uk). He possesses 34 years' postgraduate experience in the field of ecosystem-based adaptation, flood management and climate change adaptation. He has a successful mid-term and terminal evaluation track record with over 10 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely Mid-Term and Terminal Reviews in Tajikistan, Gambia, Maldives, Jamaica, Guyana, Samoa, Bangladesh, Cambodia, Nepal, Seychelles, Mauritania and Republic of the Marshall Islands.

Evaluation Team

Jonathan McCue - Evaluation Consultant

Evaluation Office of UNEP

Susan Mugwe - Evaluation Manager

Janet Wildish - Evaluation Peer Reviewer

Mercy Mwangi - Evaluation Programme Assistant

ABOUT THE EVALUATION

Joint Evaluation: No

Report Language(s): English.

Evaluation Type: Terminal Evaluation

Brief Description: This report is a Terminal Evaluation of a UNEP/GEF project implemented between 2016 and 2021. The project's overall goal was to support the expansion of the protected areas network in BiH, build a capacity for their effective management, and develop the monitoring system. This aimed at significantly contributing to the preservation of unique values of BiH's nature and the wellbeing of its peoples and communities. To achieve the project objective, a framework of three components is defined, namely:

- Component 1: Establishment and effective management of protected areas and biological diversity,
- Component 2: Management Effectiveness of the National Protected Areas System,
- Component 3: Biodiversity monitoring.

The evaluation sought to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation had two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote learning, feedback, and knowledge sharing through results and lessons learned among UNEP, and the relevant agencies of the project participating countries.

Key words: Ecosystem based Adaptation (EbA), Protected Areas, Biodiversity, South-South Cooperation (SSC); Sustainable Land Management; Forest management; Forest financing;; Governance; Climate Change; Ecosystem Monitoring;¹

Primary data collection period: First attempt (Inception Phase) commenced in January 2023. Data requests started at this time to help support the Inception Phase of the Terminal Evaluation. A virtual set of data collection interviews was undertaken in February 2023 prior to a formal field mission to BiH in April 2023. The findings from these events were then compiled into a Draft report for wider consultation in May 2023 to ensure completion (as a Final Report) within the contracted period of 6 months.

Field mission dates: The field mission to BiH was conducted between 10th and 21st April 2023.

¹ This data is used to aid the internet search of this report on the Evaluation Office of UNEP Website

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	1
ABOUT THE EVALUATION	2
TABLE OF CONTENTS	3
LIST OF ACRONYMS/ABBREVIATION	5
PROJECT IDENTIFICATION TABLE	7
EXECUTIVE SUMMARY	10
1) INTRODUCTION	13
2 EVALUATION METHODS	14
2.1 Evaluation objectives	14
2.2 Main evaluation criteria and questions	15
2.3 Limitations.....	16
3) THE PROJECT	17
3.1 Context	17
3.2 Results Framework	18
3.3 Stakeholders	21
3.4 Project implementation structure and partners	26
3.5 Changes in design during implementation.....	27
3.6 Project Financing	28
4) THEORY OF CHANGE AT EVALUATION	29
4.1 Overview to the Theory of Change.....	29
4.2 The causal logic from Outputs to Outcome	29
4.3 The Pathway from Outcome to Impact	30
5) EVALUATION FINDINGS	35
5.1 Strategic Relevance	35
5.2 Quality of Project Design	37
5.3 Nature of the External Context.....	38
5.4 Effectiveness.....	38
5.5 Financial Management	44
5.6 Efficiency	46
5.7 Monitoring and Reporting.....	48
5.8 Sustainability	51
5.9 Factors Affecting Performance and Cross-Cutting Issues	55
6) CONCLUSIONS AND RECOMMENDATIONS	63
6.1 Conclusions.....	63
6.2 Summary of project findings and ratings	64
6.3 Lessons learned.....	66
6.4 Recommendations.....	68
ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS	73
ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION	77
ANNEX III. KEY DOCUMENTS CONSULTED	85
ANNEX IV. BRIEF CV'S OF THE EVALUATOR	87
ANNEX V. EVALUATION TOR (WITHOUT ANNEXES)	89
ANNEX VI. EVALUATION FRAMEWORK	112
ANNEX VII. PROJECT LOGICAL FRAMEWORK	126
ANNEX VIII. FINANCIAL INFORMATION	130
ANNEX IX. PROJECT OUTPUT ACHIEVEMENTS	131

ANNEX X. PROJECT PUBLICATIONS AND KNOWLEDGE PRODUCTS	135
ANNEX XII. PROTECTED AREA GEOREFERENCE DETAILS.....	136
ANNEX XI. QUALITY ASSESSMENT OF THE EVALUATION REPORT	143

LIST OF ACRONYMS/ABBREVIATION

Acronym	Full name in English
BD	Biodiversity
BiH	Bosnia and Herzegovina
CBD	Convention on Biological Diversity
CHM	Clearing House Mechanism
CSO	Civil Society Organization
EA	Expected Accomplishment
EOU	Evaluation Office of UNEP
EU	European Union
FBiH	Federation of Bosnia and Herzegovina
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoFBiH	Government of the Federation of Bosnia and Herzegovina
FMET	Federal Ministry of Environment and Tourism
FMO	Finance Management Officer
IBA	Important Bird Area
IS	Intermediate State
ISAB	Informal Scientific Advisory Body
IUCN	International Union for Conservation of Nature
KBA	Key Biodiversity Areas
MAFWM RS	Ministry of Agriculture Forestry and Water Management of Republika Srpska
METT	Management Effectiveness Tracking Tool
MDG	Millennium Development Goals
MoFTER	Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina
MSPCE RS	Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska
MoU	Memorandum of Understanding
M&E	Monitoring and Evaluation
MTR	Mid-term review
NAP	National Action Programme
NBSAP	National Biodiversity Strategy and Action Plan
NEAP	National Environmental Action Plan
NFP	National Focal Point
NGO	Non-Governmental Organization
PPG	Project Preparation Grant
PA	Protected Area
PAME	Protected Areas Management Effectiveness

Acronym	Full name in English
PC	Project Coordinator
PES	Payments for Ecosystem Services
PMC	Project Management Cost
PMU	Project Management Unit
PSC	Project Steering Committee
PIR	Project Implementation Reports
PMU	Project Management Unit
PoW	Program of Work
PRC	Project Review Committee (internal UNEP committee that approves new projects)
ProDoc	Project Document
RS	Republika Srpska
SCBD	Secretariat of the Convention on Biological Diversity
SCCF	Special Climate Change Fund
SDG	Sustainable Development Goal
TE	Terminal evaluation
TM	Task Manager
ToC	Theory of Change
ToR	Terms of Reference
FY	Fiscal Year
UNEP	United Nations Environment Programme
UNEP/ROE	Regional Office for Europe

PROJECT IDENTIFICATION TABLE

Table 1: Project Identification Table

GEF Project ID:	6990	Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (BiH)	
Implementing Agency:	United Nations Environment Programme (UNEP)	Executing Agency(ies):	<ol style="list-style-type: none"> 1. Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER) 2. Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska (MSPCE); 3. Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (MET) 4. UNEP Regional Office Europe
Relevant SDG(s) and indicator(s):	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>2.4.1 Proportion of agricultural area under productive and sustainable agriculture</p> <p>14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information</p> <p>14.5.1 Coverage of protected areas in relation to marine areas</p> <p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p>		
GEF Core Indicator Targets (identify these for projects approved prior to GEF-7²)	<p>1.1 Terrestrial protected areas newly created (hectares);</p> <p>1.2 Terrestrial protected areas under improved management effectiveness (hectares)</p> <p>4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)</p>		
Sub-programme:	Sub-programme 3: Healthy and Productive Ecosystems	Expected Accomplishment(s):	(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels. Indicator (i) Increase in the number of

² This does not apply for Enabling Activities

GEF Project ID:	6990	Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (BiH)	
			countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems; Indicator (ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services.
UNEP approval date:	June 15, 2015	Programme of Work Output(s):	UNEP Programme of Work and Budget for the biennium 2018 - 2019 (PoW) Sub-programme 3: Healthy and productive ecosystems
GEF approval date:	11 th July 2016	Project type:	Medium Size Project (MSP)
GEF Operational Programme #:		Focal Area(s):	Biodiversity
Expected start date:	5 th October 2016	Actual start date:	5 October 2016
Planned operational completion date:	5 October 2019	Actual operational completion date:	31 December 2021
Planned project budget at approval:	\$14,945.460	Actual total expenditures reported as of [date]:	\$14,945,460
GEF grant allocation:	\$1,397,260	GEF grant expenditures reported as of [date]:	\$ 1,344,031
Project Preparation Grant - GEF financing:	USD 45,662	Project Preparation Grant - co-financing:	\$0
Expected Medium-Size Project/Full-Size Project co-financing:	Medium Size Project	Secured Medium-Size Project/Full-Size Project co-financing:	13,548,200
Date of first disbursement:	7 th Sept 2016	Planned date of financial closure:	31 December 2021
No. of formal project revisions:	1	Date of last approved project revision:	01/08/2019
No. of Steering Committee meetings:	5	Date of last/next Steering Committee meeting:	Last: 9 December 2021 Next: N/A
Mid-term Review/ Evaluation (planned date):	Dec 2018 – May 2019	Mid-term Review/ Evaluation (actual date):	December 2018 – June 2019 (finalized)

GEF Project ID:	6990	Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (BiH)	
Terminal Evaluation (planned date):	Dec 2020	Terminal Evaluation (actual completion date):	June 2023
Coverage - Country(ies):	Bosnia Herzegovina (BiH)	Coverage - Region(s):	Europe
Dates of previous project phases:	Dec 2020	Status of future project phases:	N/A

EXECUTIVE SUMMARY

Overview

1. This Terminal Evaluation (TE) was conducted between January and June 2023. It provides the findings of the “Achieving Biodiversity Conservation through Creation, Effective Management and Spatial Designation of Protected Areas and Capacity Building” Project. The evaluation was led by UNEP Evaluation Office (EO) and conducted in line with the UNEP Evaluation Policy³ and the UNEP Evaluation Manual⁴ by an independent evaluator to assess project performance and to determine the outcomes and impacts (actual and potential) stemming from the project, including their sustainability.
2. The project consists of three Components:
 - Component 1 - Establishment and effective management of protected areas and biological diversity
 - Component 2 Management effectiveness of the national protected areas system
 - Component 3 Biodiversity Monitoring
3. It had the following intended Outcomes:
 - 1.1: Increased national protected area network
 - 2.1: Improved management capacity for effectiveness of protected areas and biodiversity conservation
 - 3.1: Operational biodiversity monitoring system in Bosnia and Herzegovina
4. It represents an originally scheduled 3 year (36 month) GEF 6 Medium Sized Project (MSP), supported by the GEF Trust Fund (\$ 1,397,260). Due to two no cost project extensions, the actual reporting period for this TE is from 5th October 2016 – 31st December 2021. It was formally completed (including all component phases) on 31 December 2021 and the total formal expenditure of US\$1,344,031 utilised out of an original budget set as US\$1,397,260. A Mid Term Review was concluded in May 2019.
5. The project is consistent with UN Environment’s mandate and policies and GEF 6 programming document. Concerning the UN Environment’s Programme of Work (2018-2019), the project contributed to Subprogramme (3) Healthy and productive ecosystems and address expected accomplishment of (a) The health and productivity of marine, fresh water and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels, working through output (6) Development and dissemination of tools and methodologies for integrated ecosystem management.

Scope of the evaluation

The TE is undertaken at completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability. The evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UN Environment, and the Government of Federation of Bosnia and Herzegovina (GoFBiH)⁵ and other project partners. Therefore, the evaluation

³ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationPolicy/tabid/3050/language/en-US/Default.aspx>

⁴ <http://www.unep.org/eou/StandardsPolicyandPractices/UNEPEvaluationManual/tabid/2314/language/en-S/Default.aspx>

⁵ Comprising of the two entities namely the Federation of Bosnia and Herzegovina (FBiH) and the Republika Srpska (RS)

will identify lessons of operational relevance for future project formulation and implementation.

Overall project performance rating and key features of performance

6. Overall, the project demonstrates a rating of 'Satisfactory'. A number of strategic observations are presented below which are elaborated in Table 6.1 which provides a summary of the ratings and findings discussed in Chapters 4 and 5.
7. Strengths: The project identified and addressed a genuine need for a nationwide PA network and biodiversity management information system that aligns with national obligations. It directly tackled capacity constraints and opportunities for improving the implementation of PAs at a national level.
8. The project achieved all of its output targets with many to a high standard. Overall, beneficiaries expressed satisfaction with the activities and quality of the achieved outputs. Importantly, the degree of cooperation between RS and FBiH has proven to be quite as efficient as possible thanks to a good level of continued engagement throughout the project. Therefore, it may be concluded that the legacy of the project is that a sound platform for PAs is now set up (legislative and administrative) so that reliable systems may be set up for decision makers into the future. Project has set the platform and information baseline to consider new approaches towards livelihood economic diversification in PAs.
9. Weaknesses: The project did not anticipate essential risks to project performance, such as long-standing polarizing issues in BiH, financial risks to sustainability, lack of government ownership of PA matters, and start up implementation delays. Spatial planning does not exist at the level of Bosnia and Herzegovina, whilst land management policy is set at the entity level. The statement applies to cantons and municipalities in the Federation of Bosnia and Herzegovina (FBiH) which has multiple administrative levels, whilst Republika Srpska (RS) is more centralized.

Similarly, it did not assess the vital capacities of BiH stakeholders early on (before the project start) or their commitments to the planned involvement on biodiversity reporting matters. According to the Constitution of Bosnia and Herzegovina, the state level has nothing to do with these matters, except for issues such as the implementation of conventions (Bilateral and Multilateral Agreements in general), Focal points for these matters remain as being entity ministries (due to the lack of capacity and authority at the state level).

10. The crucial project assumptions, related to high-level political commitment and government readiness to embrace biodiversity principle "ownership" at the Canton and Municipality level were missing such that long term commitments on biodiversity matters may not be realised for effective mainstreaming into Canton and Municipality level Spatial Plans (and then communicating to State Level Spatial Plans).
11. More time needed to be built into the project design stage which may have been beneficial to ensure that Cantons, Municipalities and local communities genuinely understood the principles of the project and the importance of mainstreaming conservation and biodiversity into the mind-sets of decision makers. Linked to this, what appears to still be missing at the State level, is clear political ownership of biodiversity and PA related matters. The project also did not have a clear exit/phase-out strategy, and hence systemic solutions to ensure sustainability were not robustly put in place. A table presenting all performance ratings can be found in Section 6.1.

Lessons Learned

- The project could have benefited from increased national coordination between the two Entities and various government agencies to ensure that project outputs and outcomes are protected from other state activities.
- The project could have benefited from a greater national awareness and prioritization of nature conservation issues.
- Improved and more consistent change communication model is necessary on the importance of PAs to sustain and maintain project gains to date.
- Project implementation and development needs to be rigorous in its scientific baseline in order to generate valid and reliable evidence for PA intervention
- Having a more expansive monitoring and reporting approach for PA sites needs to be prepared early and revisited to assist in managing PA related projects. This could help mitigate risks, inform behaviour and maintain progress made during project implementation.
- Biodiversity and PA related Projects and initiatives can benefit from increased cross-nation and regional scale exchanges. Such exchanges are effective in terms of knowledge sharing and important due to limited local PA implementation experiences and the need for upscaling, and/or policy making, to refer to successful experiences from a range of beneficiaries.

Recommendations

- A Phase 2 of the project would be worthwhile building on the successes noted to date. This can especially make immediate use of the Valorisation process which has been hailed a success. Future design of transboundary PA projects is needed, especially with Montenegro (towards Tebinje and Mount Orjen area).
- Support the enhancement of a Federal Spatial Plan and supporting Cantonal / Municipality Plans to help mainstream biodiversity conservation and Protected Areas management.
- Support and offer advice on increasing budgetary support for biodiversity conservation and Protected Area Management in BiH.
- Advocacy for the establishment of a specialized institution- Institute for nature protection in FBiH, as envisioned by the NBSAP (National Biodiversity Strategy and Action Plan) BiH and now the ESAP (Environmental Strategy and Action Plan) FBiH.
- Standardise institutional capacity needs to better manage Protected Areas across the State.
- Initiate programmes to update and utilise the Clearing House Mechanism across the country.
- Strengthen the visibility and influence of UNEP in the Western Balkans.

INTRODUCTION

12. The Medium Sized Project (GEF ID 6990) entitled “Achieving Biodiversity Conservation through Creation, Effective Management and Spatial Designation of Protected Areas and Capacity Building” (hereafter referred to as “the project”). It was designed to address a range of direct and indirect pressures facing biodiversity within Bosnia and Herzegovina (BiH) including infrastructural development, habitat conversion, pollution and climate change. A lack of coordination and inadequate capacities to effectively target biodiversity conservation and protected areas management is not helped by the presence of a highly decentralized political and administrative structure.
13. The projects Implementing Agency was UNEP with Executing Agencies being Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER); Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska (MSPCE); Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (MET) and UNEP Regional Office Europe.
14. The project supports the accomplishment in UNEP’s Programme Of Work (2018-2019), contributing to Subprogramme (3) Healthy and productive ecosystems and address expected accomplishment of (a) The health and productivity of marine, fresh water and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels, working through output (6) Development and dissemination of tools and methodologies for integrated ecosystem management.
15. The project was approved by the GEF Project Review Committee on 13 July 2015. It was originally planned to be 36 months in duration through was subject to two separate no cost extentions resulting in the project duration extending through to 31 December 2021. The actual reporting period for this TE is therefore from 5th October 2016 – 31st December 2021.
16. The project was formally completed (including all component phases) on 31 December 2021 and the total formal expenditure of US\$1,344,031 utilised out of an original budget set as US\$1,397,260. A Mid Term Review was concluded in May 2019.
17. A key aim of this Terminal Evaluation (TE) is to encourage reflection and learning by UNEP staff and key project stakeholders. The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and MoFTER, MSPCE, and MET. It also identifies lessons of operational relevance for future project formulation and implementation. The TE will inform staff from UNEP and the relevant BiH ministries. Moreover, the TE report is available to the general public.

EVALUATION METHODS

2.1 Evaluation objectives

18. In accordance with the evaluation ToR, the Bosnia and Herzegovina (BiH) country evaluation approach followed a balanced, consultative, transparent and evidence-based review of the project's activities, outputs and performance to date, drawing upon review of available reports and compiling quantitative and qualitative information from internal and external stakeholders through interviews, focus group discussions and site visits. It also endeavoured to compare the pre-project baseline conditions to current conditions where possible. Triangulation of evidence and information gathered was also carried out where possible.
19. In line with the ToR (Annex V), this evaluation was conducted using a mix of approaches: (i) a desk review of project documentation; (ii) a review of documentation of UNEP policies and programmes and country documents; (iii) conducting virtual and field interviews and discussions with key project partners (initial virtual approach with 33 stakeholders (16 men and 17 women) to gather up front information at the country, Canton and Municipal levels), participants and beneficiaries; and (iv) country visits to the two entities of BiH (RS and FBiH) with 23 stakeholders (12 men and 13 women⁶). The list of stakeholders consulted and interviewed is available in Annex II and a list of consulted documents reviewed is provided in Annex III.
20. The evaluation was conducted by one independent consultant (see Annex IV), under the supervision and support of the UNEP Evaluation Office. The deeper analysis in this evaluation is based on the Theory of Change (TOC). A reconstructed TOC (see Section 4 of this TE Report and Annex IX) which was developed based on analysis of the Project Identification Fiche (PIF) in order to support a comprehensive Review of Outcomes to Impact (ROtI) analysis. The Project's Results Framework (Logical Framework – see Annex VII), as set out within the PIF, was used to assess progress on the indicators. A set of evaluation criteria along with evaluation questions and methods/tools were used to assess performance. The evaluation adhered to the UNEP Norms & Standards and is in line with the UNEP Manual and methodological guidelines and practices. It also complied with the GEF and UNEP Evaluation Guidance for GEF-Financed Projects. The evaluation used UNEP/GEF evaluation criteria and a rating scheme.
21. All data collected were analysed and synthesized using content and narrative analyses methods for qualitative information, and simple descriptive statistics for quantitative data. Based on the ToRs provided and the GEF TE guidelines, the evaluator assessed and provided ratings for specific dimensions. This report consolidates the results of this process.
22. The TE is based on four (4) main "phases", as follows:
 - Phase 1: Points/evaluation questions that relate to the nine evaluation criteria mentioned in the ToR and in detail, interviews within UNEP (as required) and key stakeholders (prior to the field mission);
 - Phase 2: Findings from reading and review of various documents, field mission meetings with stakeholders, the collection of quantitative and qualitative data, assessments of the activities or actions;
 - Phase 3: Analysis, judgment, and perception derived from the findings and interviews completed during TE field mission to BiH ;

⁶ NB: the figures in Annex II demonstrate stakeholders that were approached a) during virtual interviews and b) during the field mission. It should be noted that the numbers presented in this section represent an estimated assessment of stakeholders approached via both methods.

- Phase 4: Synthesis, conclusions and recommendations.

23. A robust participatory approach was adopted whereby the UNEP Task Manager, representatives of the Project Management Unit (PMU), key representatives of the executing agencies and other relevant staff were kept informed and consulted throughout the TE.

2.2 Main evaluation criteria and questions

24. In line with the ToR, the UNEP Evaluation Policy and Programme Manual, the project was assessed with respect to a minimum set of evaluation criteria grouped into the following categories (see Annex VI for details):

(1) Strategic Relevance (REL); (a) alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities, (b) alignment to Donor/GEF/Partner Strategic Priorities. (c) Relevance to Global, Regional, Sub-regional and National Environmental Priorities. (d) Complementarity with Relevant Existing Interventions/Coherence.

(2) Quality of Project Design (QPD);

(3) Nature of External Context (NEC);

(4) Effectiveness (EFFE); (a) Delivery of Outputs, b) Achievement of Outcomes and c) Likelihood of Impact).

(5) Financial Management (FM) (a) completeness of financial information (b) communication between finance and project management staff.

(6) Efficiency (EFFI);

(7) Monitoring and Reporting (M&R) (a) monitoring design and budgeting b) monitoring of project implementation c) Project Reporting.

(8) Sustainability (SUST) (a) socio-political sustainability (b) financial sustainability (c) institutional sustainability.

(9) Factors Affecting Performance and Cross Cutting Issues (FAP) (a) preparation and readiness b) quality of project management and supervision c) stakeholders participation and cooperation d) responsiveness to human rights and gender equity e) environmental and social safeguards f) country ownership and drive-ness g) communication and public awareness.

25. All evaluation criteria are rated on a six-point scale, from Highly Satisfactory (HS) to Highly Unsatisfactory (HU). Sustainability and Likelihood of impact are rated from Highly Likely (HL) to Highly Unlikely (HU). In addition, the quality of project design was assessed in the Projects Inception Report (see Appendix B of the Inception Report) which also includes details of the Evaluation Framework Matrix (see Annex VI of this report). The latter was used to outline in detail the proposed indicators that were used to answer the evaluation questions across the core areas of evaluation.

26. Throughout this evaluation process and in the compilation of this TE, efforts have been made to represent the views of both mainstream and more marginalised groups. To this end, data were collected with respect for ethics and human rights issues. All pictures were taken, and other information gathered, after prior informed consent from people; all discussions remained anonymous and all information was collected according to the UN Standards of Conduct.

27. Importantly, the review was conducted in accordance with the UNEG Ethical Guidelines for Evaluators, and the TE consultants have signed the Evaluation Consultant Code of Conduct

Agreement form. The consultant ensured the anonymity and confidentiality of individuals who were interviewed and surveyed. In respect to the UN Declaration of Human Rights, results are presented in a manner that clearly respects stakeholders' dignity and self-worth. As a means to document an "audit trail" of the evaluation process, review comments to this draft report will be compiled along with responses from the TE team and documented in an annex separate from the main report (clearance forms – see Annex I). Relevant modifications to the report shall then be incorporated into the final version of the TE report.

2.3 Limitations

28. The TE consultant was not able to interview all stakeholders that participated in the project, was able to interview those that were available and willing to participate in interviews. A range of government stakeholders were interviewed but national private sector and some civil society representatives (outside of Sarajevo) were not reached.
29. There were some limitations with respect to language based on the review of final outreach related documents produced for the project. Where necessary, support was offered to translate any key message from a report from Bosnian / Croatian into English (if required). Most of the key management related reports (Project Implementation Reports – PIRs) were however produced in English. Likewise the virtual interviews (undertaken in February 2023 prior to the field mission) were held in English. Translators were however used to support the field mission outside of Sarajevo, namely to Banja Luka, Trebinje, Neum and Livno.
30. A number of other limitations and assumptions were identified during the Inception Phase of this TE. In most cases, these were addressed with the support of the evaluation management and by triangulating information gathered from various sources to provide stronger evidence-based conclusions.
31. A key limitation was that since the project started in 2016 and ended in December 2021, the ability of stakeholders to recollect the project in any detail, especially in the earlier years of implementation, represented a challenge. The evaluator however considers the assessment of the project's progress and status is credible.

3.1 Context

32. BiH is a country with a very high degree of diversity of species, habitats ecosystems and landscapes, which is the result of heterogeneous ecological conditions in its territory. However, there are numerous direct and indirect pressures on biodiversity within BiH that are contributing to its loss. Among the direct pressures particularly of importance include infrastructural development, habitat conversion, pollution and climate change. The root causes stem from a combination of poor developmental planning, regulation, enforcement which often do not take into account the importance of prioritizing the preservation of existing ecosystem services, and also a disregard of the importance of prioritizing preservation of existing ecosystem services.
33. BiH is a very young country, continuing on its pathway of economic transition since its institutional development after the war (1992-1995). This is reflected in the evident lack of human, technical and financial capacities for conservation and the sustainable management of its significant biodiversity. The percentage coverage of protected areas (PAs) with BiH is very small (the lowest in Europe at circa 2%⁷) and the management arrangements created for these PAs being inevitably weak. This is also reflected in that the new, post-war legislative framework for nature protection ignores PAs that were established with BiH between the 1940s to the 1990s. Therefore, the formal protection of numerous smaller PAs has subsequently been lost.
34. Government's commitments to PAs, on the legislative and policy level, was confirmed by the Law on Nature Protection in Federation of BiH adopted in July 2013, and with the establishment of Protected Areas as public institutions in Republika Srpska (RS) in 2010 through the Law on National Parks. Each National Park in RS also has its own specific legislation to support management. Such a law is missing in FBiH as the concept of National Parks is less mature than in RS.
35. Whilst commitments of the governments of BiH for nature protection and the project were confirmed with the positive opinions and approvals provided for the document "National Biodiversity Strategy and Action Plan of Bosnia and Herzegovina (2015-2020)", there remains a lack of coordination and inadequate capacities to effectively target biodiversity conservation and protected areas management which is not helped by the presence of a complex political organization in BiH. It has a highly decentralized political and administrative structure containing: (a) The State Government of Bosnia and Herzegovina (b) Two Entities, with their own governments: - Federacija Bosne i Hercegovine (FBiH); and - Republika Srpska (RS); and (c) The Brčko District, which is a small self-governing administrative unit. The country does not have an institution tasked to monitor the state of the biodiversity, while the Entities highlighted above lack the requisite capacities to establish their own monitoring systems which makes it very difficult to provide any sort of environmental baseline from which to report biodiversity loss and hence provide policies from which to present interventions that may mitigate against the societal vulnerabilities that this presents.
36. The long term impact of the project is to significantly contribute to the preservation of unique biodiversity value offered within BiH and to improve the wellbeing of its peoples and communities.

⁷ BiH NBSAP (2015-2020)

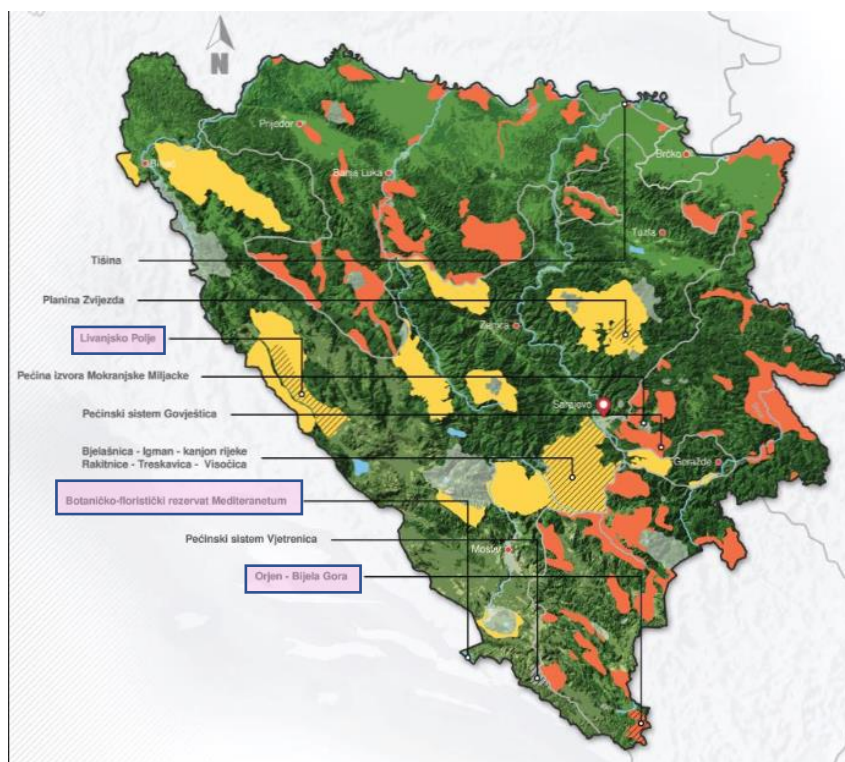


Figure 3.1: Bosnia and Herzegovina, map of Protected Area intervention sites visited in April 2023 (highlighted in pink), source: <http://www.vidiani.com/physical-map-of-bosnia-and-herzegovina>

3.2 Results Framework

37. The project is aimed at supporting the expansion of the PA system (or also defined as “network” throughout the project documentation) in BiH while enabling capacity conditions for effective management and mainstreaming biodiversity into the production landscape. The project contains three components designed with the intention to establish at least 3 new PAs and reclassify two existing PAs, enhance the protected areas management in the country and improve biodiversity monitoring. These three elements were expected to be attained in cooperation and coordination with the following project partners (see Section 3.3. for more detail):

- (1) Ministry of Foreign Trade and Economic Relations of BiH,
- (2) Ministry of Spatial Planning, Civil Engineering and Ecology of Republika Srpska,
- (3) Federal Ministry of Environment and Tourism,
- (4) Entities funds for environmental protection, and respective nature protection actors in the country,
- (5) Local communities,
- (6) Academia,
- (7) CSOs,
- (8) International organizations.

38. The project’s initial duration was for 36 months (original intended completion date, however, the project received two no-cost extensions (from 01 August 2019 to 31 May 2021⁸). The project was formally completed on 31 December 2021.

⁸ With an official start date of October 2016, additional extension dates were requested in (i) a UNEP letter of 14 June 2020 following the MTR (Aug 2019) to provide adequate time to follow-up and ensure the successful execution all activities initiated

39. The main project objectives, as defined in the Results Framework (see Annex VII) were to be attained through the following components (see Table 3.1):

Table 3.1. Project components, outcomes and outputs (Source: CEO Endorsement 2017)

Component	Description	Outputs	Value (\$)	Funding Source
1 - Establishment and effective management of protected areas and biological diversity	This Component supports Bosnia and Herzegovina in expanding its PAs network, namely establishment of protection for the 10 natural areas identified in the project preparation phase (1) Mountain Zvijezda (6,222.55 ha); (2) Livanjsko carst field, (45,080ha); (3) Vjetrenica cave (4,713ha); (4) Mediteranetum botanical reserve (coastal area(1,432ha); (5) Mountain Orjen (16,800ha); (6) Cave Govjestica - Mokranjska Miljacka (3,500ha); (7) Tišina natural habitat (200ha); (8) Mountain Bjelašnica-Treskavica-Visočica-river Rakitnica canyon (19,000.00ha); (9) Tara River Canyon (14,453.38 ha); (10) Prača river canyon (4,067.89 ha).	At least three new protected areas established (Livanjsko Polje wetlands – ca. 45,000 ha, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon – ca. 50,000 ha, Mt. Orjen – Mt. Bijela Gora – ca. 16,000 ha). At least two existing protected areas re-classified (Cave System “Vjetrenica” and Botanical Reserve “Mediteranetum”) Reports of participative review of planning and management options for the PA system in BiH elaborated	736,580	GEFTF
2 Management effectiveness of the national protected areas system	This Component endeavors to implement the capacity building activities for advocacy and communication of the natural values and benefits to PA staff and conservation authorities and increase of the public awareness on nature conservation.	An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened. Advocacy and communication of natural values and benefits of PAs to PA staff, conservation authorities and decision makers is conducted.	331,639	GEFTF

within the project and assuming the ownership of the project outcomes by BiH's stakeholders upon project completion. (ii) a bridging agreement was later requested from UNEP on 20 April 2021 with reasons cited for the need for this being cited as the change in the project management in 2019 resulting in the omission to timely finalize and submit the request for a project extension. The omission was detected late, with implications on the validity of ICA. Furthermore, COVID19 restrictions additionally delayed the implementation of the planned activities. For these reasons, it will be necessary to conclude an ICA bridging agreement, with extension of the technical implementation of the project until 31st December 2021.

Component	Description	Outputs	Value (\$)	Funding Source
		Public awareness and action on nature conservation and resulting economic benefits is increased		
3 Biodiversity Monitoring	<p>This is aimed at establishing "Operational biodiversity monitoring system in BiH" that would address the important obstacles in nature conservation in the country. With the proposed outcome the project shall develop officially recognized, inclusive and functional system for biological diversity monitoring system in Bosnia and Herzegovina as a basis for nature conservation through:</p> <p>Development of the Indicator framework for biodiversity and corresponding legislation, and its adoption by the governments,</p> <p>Establishment of the information platform for the biodiversity monitoring in BiH,</p> <p>Revision and establishment of the Red List Index (es) in BiH as a main instrument for the biological diversity monitoring.</p>	<p>Biodiversity indicator framework and related legislation developed for government consideration.</p> <p>An information platform for biodiversity monitoring in BiH is established.</p> <p>A main biodiversity monitoring tool established based on the existing Red Lists in BiH.</p>	202,018	GEFTF

40. As a result of the Mid Term Review (MTR) which was conclude in August 2019, the results framework was revised later tha year. The TE confirms that the recommended activity changes took place to improve project efficienciesas presented below⁹:

- MTR Recommendation 7: Stop further activities on preparation of Guidelines for the Advanced Possibilities of Planning and Managing Protected Areas, given the ineffectiveness of the instrument's guidance in the domestic environment.
- MTR Recommendation 8: Re-design activity 2.1.2.2. (Development of the PA system in BiH economic valuation studies using the TEEB methodology.). Instead, launch a multidisciplinary socio-economic study at least for the area of Bjelašnica complex.
- MTR Recommendation 10: Re-design activity 3.1.1.2 (Develop an institutional guidelines for establishing a viable biodiversity monitoring system) with an aim to produce the concept for BiH's biodiversity monitoring framework, to include institutional, operational and elements of legislation.

⁹ Not all MTR (2019) recommendations are listed here, only those that relate to activity alterations.

3.3 Stakeholders

41. The primary stakeholders were technical staff from a range of ministries and government agencies with mandates related to biodiversity and protected area/environmental management and monitoring. Due to the administrative organization of BiH (State level, entity levels and District Brčko level, cantonal and municipal levels), the two entity ministries have the same responsibilities under the project: the Federal Ministry of Environment and Tourism provided political and institutional supervision for the overall project activities on behalf of the FBiH, while the Ministry for Spatial Planning, Construction and Ecology of RS provided political and institutional supervision for the overall project activities on behalf of RS (see Section 3.4).
42. Evidence from the TE process suggests that the project has taken into account roles, responsibilities, and needs of various key ministries, institutions and agencies in the country. Frequent communication and meetings with the project stakeholders and decision makers was also used as a mitigation measure against the complex political structure of the country, and relevant national and local CSOs such as the Centre for Environment from Banja Luka, Nase Ptice (Our birds) and Zeleni Neretva (Green Neretva River), Center for the Promotion of Civil Society.
43. Evidence from this TE suggests that all mentioned actors took an active role in implementing project activities, advocating for protection of project areas, involving local communities on PA related matters in an integrated manner. Table 3.2 presents the main stakeholders, alongside their interest in and influence on the project.

Stakeholder Group	Level of influence and interest	Roles and responsibilities in project	Changes in their behaviour
Government Ministries	<p>1. <u>Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER)</u>: they hold some power on the project as they assisted the project execution by harmonizing plans of the entities' environmental authorities and managed fulfilment of the international level obligations and collaborations, since it has the competence for the implementation of multilateral and bilateral international treaties and conventions on environmental protection on the level of BiH.</p> <p>2. <u>Federal Ministry of Environment and Tourism (FMET)</u>: the Ministry provided political and institutional supervision for the overall project activities in FBiH and facilitated the internal communication between the environmental authorities, coordinated project activities, provided technical expertise through its personnel and networks, provided guidance and coordination to other stakeholders, facilitated access to sites and locations, engaged in and supported data sampling and analysis, addressed logistical issues. Hence they have played an important role (and had power) in the projects eventual outcome.</p> <p>3. <u>Ministry for Spatial Planning, Construction and Ecology of Republika Srpska (MSPCE RS)</u>: the Ministry provided political and institutional supervision for the overall project activities in the RS, facilitated the internal communication between environmental authorities, coordinated project activities, provided technical expertise through its personnel and networks, provided guidance and coordination to other stakeholders, facilitated access to sites and locations, engaged in and supported data sampling and analysis, addressed logistical issues, supported project management and regular project reporting. Hence they have played an important role (and had a degree of power) in the projects eventual outcome</p> <p>4. <u>Ministry of Agriculture Forestry and Water Management of Republika Srpska (MAFWM RS)</u>: regulated and addressed forestry and land management related strategies, policies, standards and regulations and provided necessary assistance in research and promotion of management and governance options for relevant PAs. Hence they have played an important role (and had a degree of power) in the projects eventual outcome.</p>	<p>Contribution and role in the project included to: i) deliver technical project components in collaboration with the PMU/Project staff and consultants (where appropriate); ii) provision of technical advice; iii) undertaking of scientific studies in collaboration with the PMU, technical advisors and consultants (where appropriate); iv) coordination with government authorities at the national level; v) mobilization of human and financial resources.</p>	<p>As stated in the PIR (2021), Govt level stakeholder participation and consultation processes has been strong and successful in creating broad ownership in the creation of protected areas.</p> <p>The ownership from the federal level is in fact now stronger than in the previous years as negotiation processes are done with the competent Federal Ministry – Federal Ministry of Environment and Tourism, plus also at local levels.</p>
The GEF and its	Main client for project results as clearly stated in project objectives. Acceptance of global assessment reports and methodologies by GEF expected to trigger support	Considering that this is essentially a biodiversity project	Positive change is expected with regards to lessons

Stakeholder Group	Level of influence and interest	Roles and responsibilities in project	Changes in their behaviour
implementing agencies	for similar PA related approaches in future projects and to assist in prioritising funding and strategies for PA related interventions. Hence they have played an important role (and had a pivotal amount of power) in the projects eventual outcome as it must align with GEF Focal Area Strategies.	(focusing on PAs), the stakeholders are mainly those related to this subject in the public and private sectors but also communities in PAs in BiH.	learnt or information derived from this TE.
Partners (core partners and wider network)	<p>Active involvement in project providing expertise, data, models, etc. Interests include incorporating knowledge on PA and biodiversity related elements. They represent a main route to sustainability. Within the partner “networks” engaged on this project, a wide range of different ‘groups’ were involved (academic, international organisations, associations, etc.). Hence they have played an important role (but they only have a small degree of influence and power) in the projects eventual outcome.</p> <p>The Environmental Protection Fund FBiH and Environmental Protection and Energy Efficiency Fund of RS is a good example here. This is because activities of the entities’ funds provided support for the environmental protection and supported the implementation of tasks arising from obligations and responsibilities towards the international community on environmental protection, minimization of damage to the environment, provided support for different measures and activities to protect the environment, particularly in the field of development of modules for the information systems.</p>		
International / Regional Organisations	Examples include EEA, EEB, CEEweb and IUCN amongst others. Use of PA related assessments and methodologies for downscaling to regional and national level (METT etc). They only, however, played a small role (and had a limited degree of power) in the projects eventual outcome.		
Regional and local administration	This includes the Parliament, District administration such as District Development Committees, Village Administrations, Village Development Committees, Local Authorities, Universities and schools. Hence they have played an important role (but with only a limited degree of power) in the projects eventual outcome.	Their role was to support beneficiaries on matters such as capacity building and training. They also provided a degree of local coordination at the regional/local level and helped to facilitate with permits and authorizations etc.	Change with regards to legislation/regulation pertaining to PAs has occurred.

Stakeholder Group	Level of influence and interest	Roles and responsibilities in project	Changes in their behaviour
Ministries of Finance	Ability to dictate annual budgets in the future to help mainstream climate change adaptation through the encouragement to Departments/Ministries to better introduce budgets to support biodiversity conservation or PA management needs into sectoral budget delivery. Hence they have played an important role (and had a pivotal amount of power) in the projects eventual outcome.	Pivotal role played (advisory and in terms of the allocation of suitable beneficial budgets to help support delivery of the demonstration projects that will assist other Ministries to align with the delivery of effective conservation management, mainstreaming and capacity building	Provision of additional policy support for mainstreaming biodiversity plus financial resource and re-allocation of Ministerial budgets to support PA management (for the future).
NGOs that are involved in supporting the delivery of EbA pilot projects (within the 3 participating countries).	<p>Relevant national and local CSOs such as the Centre for Environment from Banja Luka, Nase Ptice (Our birds) and Zeleni Neretva (Green Neretva River) were encouraged to take active role in designing and implementing project activities, notably in the involvement of the local communities in PAs. National and local CSOs were encouraged to actively participate in the stakeholder engagement processes for all project activities. Partner civil society organizations were also be invited to provide expertise in biodiversity information management and sharing experiences in participative protected area management.</p> <p>Global, regional and national NGOs could potentially benefit from the use of assessment, findings reports and approaches. To assist with independent assessments and reviews of PA status/trends etc. They only, however, played a small role (and had a limited degree of power) in the projects eventual outcome.</p>	Supportive role to help key stakeholders to deliver effective conservation focused project activities on the ground (PA set up etc and community engagement etc) and to be key recipients of PA related capacity building exercises.	Demand driven accountability as human rights bearers as well as being duty bearers for the wide conservation of the BiH environment (key voice and lobby organisations to FBIH and RS etc). Outreach campaigns for communication on nature conservation and its economic benefits developed were conducted for at least 10 communities according to the PIR (2021).
Community level stakeholders	As part of the project, a serious effort will be made for a wider recognition of possibilities for sustainable development of communities through conservation and participative management of protected areas, to target the often voiced need for an improved community involvement in establishment and management of protected areas. They only, however, played an important role (and had an integral amount of power) in the projects eventual outcome.	They would be: i) beneficiaries of capacity building and training; ii) community mobilization; iii) participation in PA activities, iv) delivery of programme components in collaboration with NGOs (where appropriate) and v) monitoring	Improvements to capacity development through training was achieved. 6 workshops conducted in total and numerous meetings with local governments and NGOs (according to the PIR 2021).

Stakeholder Group	Level of influence and interest	Roles and responsibilities in project	Changes in their behaviour
Academic institutions	<p>International and national organizations, including academic institutions and research institutions working in the area of nature conservation (Natural Science Faculties of Banja Luka and Sarajevo Universities), help to contribute raising funds and awareness and provide the project with appropriate guidance on knowledge management and capacity building for nature conservation.</p> <p>Valuable stakeholder group in the use of assessment reports and promotion of approach. Opportunities for gathering information for global scientific studies. They only, however, played a small role (and had a limited degree of power) in the projects eventual outcome.</p>	<p>Important role in supporting capacity building and training roles to help with the delivery of PA activities and to support / contribute to the capacity building exercises where possible.</p>	<p>Improvements made to biodiversity related R&D, data and information management needs to support a more sustainable conservation strategy for BiH and broader insights into future educational (curricula) needs.</p>

3.4 Project implementation structure and partners

44. As approved by the financiers, UNEP's Ecosystems Division (formerly Division of Environmental Policy Implementation-DEPI) represents the Implementing Agency (IA) of this project. UNEP Regional Office for Europe (ROE) is the Executing Agency (EA) of the project, which through offices in Geneva and Vienna is executing the project in relation to the agreed workplan, budget and reporting tasks. Working with other members of UNEP ROE, the national office in Sarajevo was responsible for daily project management, the execution of the project in accordance with the project objectives, activities and budget, and delivery of outputs in achieving the project outcomes.
45. The Project was coordinated by the Project Coordinator from UNEP/ROE. The Project Management Unit (PMU) included the Project Coordinator, Administrative and Financial Assistant and the staff from Sarajevo office. PMU was responsible for monitoring and reporting, and had a role as Secretariat of the Steering Committee (see Figure 3.2).
46. The main project partners were as follows:
 - **Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER):** assisted project execution by harmonizing plans of the entities' environmental authorities and managed fulfilment of the international level obligations and collaborations, since it has the responsibility for the implementation of multilateral and bilateral international treaties and conventions on environmental protection on the level of BiH.
 - **Federal Ministry of Environment and Tourism (FMET):** the Ministry provided political and institutional supervision for the overall project activities in FBiH and facilitated the internal communication between the environmental authorities, coordinated project activities, provided technical expertise through its personnel and networks, provided guidance and coordination to other stakeholders, facilitated access to sites and locations, engaged in and supported data sampling and analysis, and addressed logistical issues.
 - **Ministry for Spatial Planning, Construction and Ecology of Republika Srpska (MSPCE RS):** the Ministry provided supervision for the overall project activities in the RS, facilitated the internal communication between environmental authorities, coordinated project activities in RS offering technical expertise through its staffs and networks, provided guidance and coordination to other stakeholders, facilitated access to sites and locations in RS, engaged in and supported data sampling and analysis, addressed logistical issues, supported project management and regular project reporting.
 - **Ministry of Agriculture Forestry and Water Management of Republika Srpska (MAFWM RS):** regulated and addressed forestry and land management related strategies, policies, standards and regulations and provided necessary assistance in research and promotion of management and governance options for relevant PAs.
 - **Environmental Protection Fund FBiH and Environmental Protection and Energy Efficiency Fund of Republika Srpska:** Activities of the entities' funds provided support for the environmental protection and supported the implementation of tasks arising from obligations and responsibilities towards the international community on environmental protection, minimization of damage to the environment, provided support for different measures and activities to protect the environment, particularly in the field of development of modules for the information systems.
 - **UNEP/WRMC:** The Agency assisted in analysing and interpreting information about biodiversity in BiH, and were engaged in order to provide innovative support towards the promotion of different aspects of nature protection to local communities around the country, especially to those living in, or near the newly proposed protected areas.

- **CENER 21 (Civil Society Organization) and FEA (Civil Society Organization):** The two CSOs played an active role in designing and implementing project activities, notably in the involvement of the local communities in PAs. They actively participated in the stakeholder engagement processes for all project activities and provided expertise in biodiversity information management and sharing experiences in participative protected area management. The CSOs also facilitated documentation preparation, collection of information for research, promotion activities of the project and given their work on gender equality, they assisted in the activities that were to ensure equal participation by women and men in all activities of the project components, enhancing GESI related benefits in the process.

47. The managing body during the duration of the project was a Project Steering Committee (PSC), which included the representatives of key partners and key stakeholders. PSC provided overall guidance and strategic direction, but also oversaw the project management and approved all outputs and deliverables of the project. The members of PSC were: UNEP/Ecosystems Division (IA), UNEP/ROE (EA), Federal Ministry of Environment and Tourism, Ministry of Spatial Planning, Civil Engineering and Ecology of RS, representatives of environmental funds of the two entities, other ministries and agencies. The members of PMU included a Project Coordinator (UNEP/ROE), a Project Administrative and Financial Assistant and UNEP BiH technical staff.



Figure 3.2. Implementation arrangement of the project

3.5 Changes in design during implementation

48. No changes were made to the project objective or outcomes as proposed in the original CEO Endorsement. As stated in the MTR (2019), during the current course of the project, some minor adaptations were made (see Section 3.2 above) in relation to the approved project output/activities, but no formal review took place. Positive changes occurred in Component 1 of the project. In fact, a significant interest towards establishing new PAs in different parts of BiH was shown in the starting phase of the project. In BiH, alongside the two new suggested areas (complex around Bjelašnica mountain and Livanjsko polje), an interest in biodiversity protection was also shown by the municipalities Vareš (Zvijezda Mountain) and Konjic (southern and south-western slopes of the Bjelašnica Mountain complex (suggestions accepted at the PSC meeting in March, 2018). For the purpose of equal distribution of resources, alongside the suggested area of the Orjen Mountain in RS, the following additions were made to the project which added value to the projects intended outcome though falling within the original bounds of the intended scope (as defined in the CEO Endorsement):

- a) Establishment of the PA for the wetland area Tišina;

- b) Establishment of the PA for the Mokranjska Miljacka cave system;
 - c) Management plan for Gromiželj area and Orlovača cave system;
 - d) Reclassification (alongside the already suggested Botanical reserve Klek - Neum and the Vjetrenica cave) of the Govještica cave system, including the Prača River canyon.
49. Within Component 2, output 2.1.3 was split into two outputs, to better reflect the need of communicating PA values to the local population since the PPG consultation process showed that municipal councils often act as a final obstacle to establishment of PAs on their municipality's territory. Capacity development for conservation professionals was updated to ensure that the activities were conducted to address the key capacity gaps identified in the PA management (State level).
50. Within Component 3, minor wording updates were made to specific activities (notably 3.1.2 and 3.1.3) as (for 3.1.2¹⁰) the output did not specify the country for the establishment of information platform for biodiversity monitoring, and (for 3.1.3¹¹), the output title was changed so that the biodiversity monitoring tool was active and based on the updated Red Lists¹².
51. Two no cost project extensions were experienced during the project. The change in the project management in 2019 resulted in the omission to timely finalize and submit the request for a project extension. The omission was detected late, with implications on the validity of ICA. Furthermore, COVID19 restrictions additionally delayed the implementation of the planned activities. For these reasons, it was necessary to conclude an ICA bridging agreement, with extension of the technical implementation of the project until 31st December 2021. In summary, reasons for the extension (as per the ICA bridging agreement) were to:
- Provide additional time needed to assure completion of the original project scope and objectives, including the finalization of ongoing and remaining activities for designation of all ten (10) areas proposed for protection.
 - Provide adequate time to ensure the successful execution all activities initiated within the project and assuming the ownership of the project outcomes by BiH's stakeholders upon project completion.
 - Provide sufficient time to meet and involve the PSC in the decision-making process with regard to ongoing and remaining project activities.
 - Finalization of the designation process in the country is a matter of (mostly) political will and decision-making process, within which the project team will seek full support of the PSC and act as an advocate to both decision makers and local communities.

3.6 Project Financing

52. The total project budget is US\$1,397,260 where co-financing is US\$13,528,200. No division of costs (per Component) was adhered to during the project as this was not a requirement for GEF6 projects. According to the final June 2022 "tab" of the projects Expenditure Statement and Unliquidated Obligations Report, the final total cumulative expenditures incurred amounted to US\$1,344,031 (95.5% spend) amounting to a cumulative expenditure underspend of US\$53,229 (up to June 2022¹³). Annex VIII outlines completed tables of: Financial Expenditure per Budget Line (Outcome/Output).

¹⁰ 3.1.2 An information platform for biodiversity monitoring in the country is established

¹¹ 3.1.3 Red List Index for Bosnia and Herzegovina revised and established as a main biodiversity monitoring tool

¹² At project inception (2017), lists were not complete nor harmonized between the Entities

¹³ US\$47k (88.3% of the total underspend) had not been used to fund on line items including Evaluation (consultant travel/DSA, admin.support), Mid-term evaluation (although completed in 2019?) and the Terminal Evaluation consultant fees plus final audit costs.

4.1 Overview to the Theory of Change

53. UNEP evaluations require a Theory of Change (TOC) analysis and a likelihood of impact assessment in order to identify the sequence of conditions and factors deemed necessary for project specified outcomes to yield impact and to assess the current status of and future prospects for results. It helps to identify the Project's outcomes and intermediary states towards Impact and helps to determine key factors affecting the achievement of outcomes, intermediary states and impact, including the required outputs (goods and services produced by the interventions), necessary drivers, assumptions made and the expected role and contributions by key actors.
54. As the project design did not contain a TOC, for this TE, the consultant reconstructed the TOC, which was discussed it with the Evaluation Manager and key members of the project (see Figure 4.1 and 4.2). Analysis of causal logic from outputs to outcomes starts from the three main components of the project, as well as the 8 outputs (as per the Logical Framework) and their Outcomes. It is also centred on identifying some key principle challenges related to the project (see Figure 4.1). The Prodoc identifies the following root causes for vulnerability (see Figure 4.2 below), though it should be noted that no attempt was made (in the original project design) to determine the vulnerability issues associated with women, men and/or marginalized groups.

4.2 The causal logic from Outputs to Outcome

55. The main objective for undertaking the GEF ID 6990 project is: *"To support expansion of protected areas (PAs) network in BiH and enabling capacity conditions for effective management and mainstreaming biodiversity into the production landscape"*. The "end of project targets" to demonstrate success include the following (as taken from the PIR 2019):
 - a) BiH (national) protected area network will increase to 27 PAs and ca 250,000 ha (doubled to 5% of national territory) and that improved planning and management options that could be tracked and monitored by management effectiveness tracking tools.
 - b) Financial modalities for supporting the PA network in the country developed and submitted for adoption.
 - c) Outreach campaign for communication on nature conservation and its economic benefits developed and conducted for at least 15 communities.
56. As stated in Section 2, the project has three (3) outcomes that contribute to the overall project objective mentioned above. Importantly, these outcomes are aligned to relevant SDG indicators outlined within the project framework to improve environmental strategies for biodiversity through sustainable land use practices that relates to SDG target 2.4 and associated indicators. SDG 2.4 ensures sustainable food productions systems and implementation of resilient agricultural practices; sustainable land management will contribute to SDG 2.4 by improved productivity and addressing issues of declining soil fertility and mismanagement of nutrient resources. They also relate strongly with SDG 15.A, mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
57. The project envisages the protection of important sites for terrestrial and mountain areas (9 areas proposed under the project) and freshwater biodiversity (excluding one coastal area in Neum Municipality), vital for ensuring long-term and sustainable use of terrestrial and freshwater natural resources in the country. Under the second component, the project

envisages for improved management capacity for effectiveness of protected areas and biodiversity conservation, including development of programme for conservation professionals, resource mobilization, advocacy and communications of nature values. Finally, within the third component which is designed to focus on biodiversity monitoring, the project includes outputs aimed at revising the current Red List Index in BiH and to establish it as the main biodiversity monitoring tool for the country. The project is also designed to cooperate with GIZ for establishment of an informational platform/system that will include different modules for data input, such as invasive species, protected areas, degraded land, etc., aimed at halting biodiversity loss and enabled and improved monitoring of biodiversity, ecosystem services and nature conservation.

58. Project implementation in BiH is geared at building and facilitating the capacity of national and local government institutions, communities, and vulnerable groups to engage and deliver adaptive biodiversity conservation in the future. Achievement of this (through the 3 project outcomes) would contribute to increased biodiversity conservation through enhancing the PA network in BiH that is supported by the institutional capacities required to support proper regulations and data management requirements. Strengthening the capacity of BiH to improve PA management is deemed crucial towards increasing adaptive capacity for BiH (see Figures 5.1 and 5.2).
59. Emerging from the project design, and from the evaluators' understanding of the project's causality pathways, the **key-drivers** and root causes for biodiversity loss are:
 - *Lack of economic alternatives and regulatory mechanisms and nature inspection/monitoring measures, and unsuccessful resource allocation for solving these problems.*
 - *very small percentage of BiH territory under protection.*
60. Three Project Outcomes were planned to be achieved, provided that the project implementation partners would actively assume leading role and that the main national stakeholders would assume their specific responsibility in the process (institutional uptake). The project was expected to be fully functional and achieve outputs and outcomes in line with the following **assumptions**¹⁴:
 - *PA "system" is sustained to enable biodiversity conservation to occur that supports communities to adapt to the impacts of climate change and in the process, improve livelihoods.*
 - *Stakeholders and target groups respond positively to implement the PA mandate and provide the necessary support towards achieving biodiversity principles and targets.*

4.3 The Pathway from Outcome to Impact

61. The pathway from the 3 Project Outcomes to the intended Impact is, however, not a linear process: Intermediate States (the transitional conditions between the project's immediate outcomes and the intended impact) are necessary conditions for the achievement of the intended impact. The evaluator has identified the ISs that have to be fulfilled (as shown in Figure 4.2), which presents the understanding of the causal logic and of the pathway from the 3 Project Outcomes to Impact.
62. The main IS identified that will lead to the achievement of the intended impacts includes "Enhanced ability of the population and communities in PA in BiH to adapt to promote biodiversity conservation principles and actions to support livelihood security" (IS1) and

¹⁴ The Draft TE shall seek to interrogate these assumptions in more detail

“Improved Management Effectiveness of the existing Protected Areas network” (IS.2). The **assumptions for this to be achieved include:**

- a) BiH Government, the 2 Entities and communities are committed to implement PA plans, policies and actions.
- b) Adopted PAs do not lead to maladaptation¹⁵.
- c) Good relationship and partnerships with other agencies dealing in biodiversity related issues.
- d) Lessons learned from the GEF ID 6990 project are used by the FBiH to PAs coupled with strong political will of the government to mainstream PA in policy and planning, the process will lead to “Improved Management Effectiveness of the existing Protected Areas network”.
- e) International and national commitments including the financing on delivering an effective PA network in BiH are met.

63. The main **impact drivers** at this stage are: effective institutions and platforms to guide implementation of a PA network and supporting networks. Communities and individuals are motivated (due to benefits or reduced risks from adaptation options) by demonstrations to scale up implementation PAs; and, successful scaling-up and replication of lessons learned and best practices on PA pilot areas.

64. Other impact **drivers** at this level are: existence of biodiversity and PA “champions” at Entity and national level to guide project implementation; and, enhanced PA related knowledge, technology and policy support from global, regional, national and local partnerships. The **assumptions** remain that governments and communities are committed to implement PA network plus supporting policies and actions; and good relationships/partnerships with other agencies dealing in biodiversity and PA related issues.

65. The following Table (4.1) presents all original CEP Endorsement outputs/outcomes with the newly accepted text **highlighted in yellow** as part of the reconstructed ToC (as confirmed during the TE Inception Phase in February 2023).

Outcomes ¹⁶ / Outputs ¹⁷ as per the project design	Reconstructed Outcomes/ Outputs for the ToC	Justification for the reconstruction
Component 1: Establishment and effective management of protected areas and biological diversity,		
Outcome 1: Increased national protected area network	Outcome 1: Increased and adopted national protected area network	The original outcome statement is altered to enable national PA network to be adopted (i.e. making the outcome level explicit).
Output 1: At least three new protected areas established (Livanjsko Polje wetlands – ca. 45,000 ha, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon – ca. 50,000 ha, Mt. Orjen – Mt. Bijela Gora – ca. 16,000 ha)	Output 1: At least three new protected areas established (Livanjsko Polje wetlands – ca. 45,000 ha, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon – ca. 50,000 ha, Mt. Orjen – Mt. Bijela Gora – ca. 16,000 ha)	The original outcome statement is retained
Component 2: Management effectiveness of the national protected areas system		
Outcome 2: Improved management capacity for	Outcome 2: Improved management capacity for effectiveness of protected	The original outcome statement is retained

¹⁵ Further disproportionately burdening the most vulnerable; increasing emissions of green house gases etc.

¹⁶ Outcomes are the use (i.e., uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition.

¹⁷ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions.

Outcomes¹⁶ / Outputs¹⁷ as per the project design	Reconstructed Outcomes/ Outputs for the ToC	Justification for the reconstruction
effectiveness of protected area network and biodiversity conservation	area network and biodiversity conservation	
Output 2: At least two existing protected areas re-classified (Cave System "Vjetrenica" and Botanical Reserve "Mediteranetum")	Output 2: At least two existing protected areas re-classified (Cave System "Vjetrenica" and Botanical Reserve "Mediteranetum")	The original output statement is retained
Output 3: Reports of participative review of planning and management options for the PA system in BiH elaborated	Output 3: Reports of participative review of planning and management options for the PA system in BiH elaborated	The original output statement is retained though exact number of reports should be stated plus degree of "elaboration" needs to be clearer.
Output 4: An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened	Output 4: An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened	The original output statement is retained
Output 5: Advocacy and communication of natural values and benefits of PAs to PA staff, conservation authorities and decision makers is conducted	Output 5: Advocacy and communication of natural values and benefits of PAs to PA staff, conservation authorities and decision makers is conducted	The original output statement is retained though activities should offer improved clarity on numbers of staffs (gender disaggregated) to be targeted
Output 6: Public awareness and action on nature conservation and resulting economic benefits is increased.	Output 6: Public awareness and action on nature conservation and resulting economic benefits is increased.	The original output statement is retained though activities should offer improved clarity on frequency and type of "actions" proposed.
Component 3: Biodiversity Monitoring		
Outcome 3: Operational biodiversity monitoring system in Bosnia and Herzegovina	Outcome 3: Operational biodiversity monitoring system in Bosnia and Herzegovina	The original outcome statement is retained
Output 7: Biodiversity indicator framework and related legislation developed for government consideration	Output 7: Biodiversity indicator framework and related legislation developed for government consideration	The original output statement is retained
Output 8: An information platform for biodiversity monitoring in BiH is established	Output 8: An information platform for biodiversity monitoring in BiH is established	The original output statement is retained
Output 9: A main biodiversity monitoring tool established based on the existing Red Lists in BiH	Output 9: A main biodiversity monitoring tool established based on the existing Red Lists in BiH	The original output statement is retained though the "link" to Output 8 should be clearly articulated in associated activities.

Table 4.1: Reconstructed Theory of Change Outputs and Outcomes

Figure 4.1: Theory of Change - Project "GEF ID 6990":

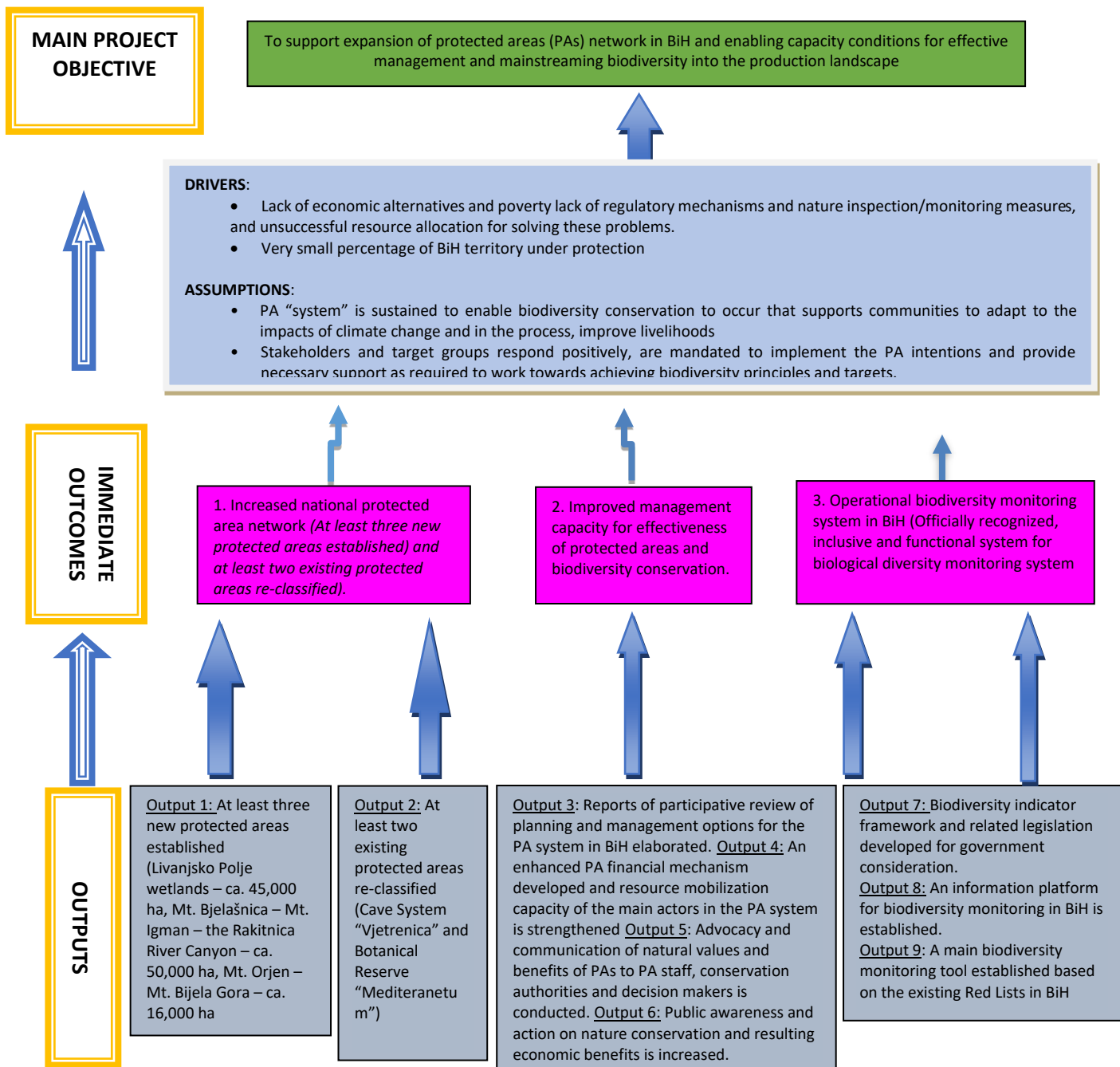
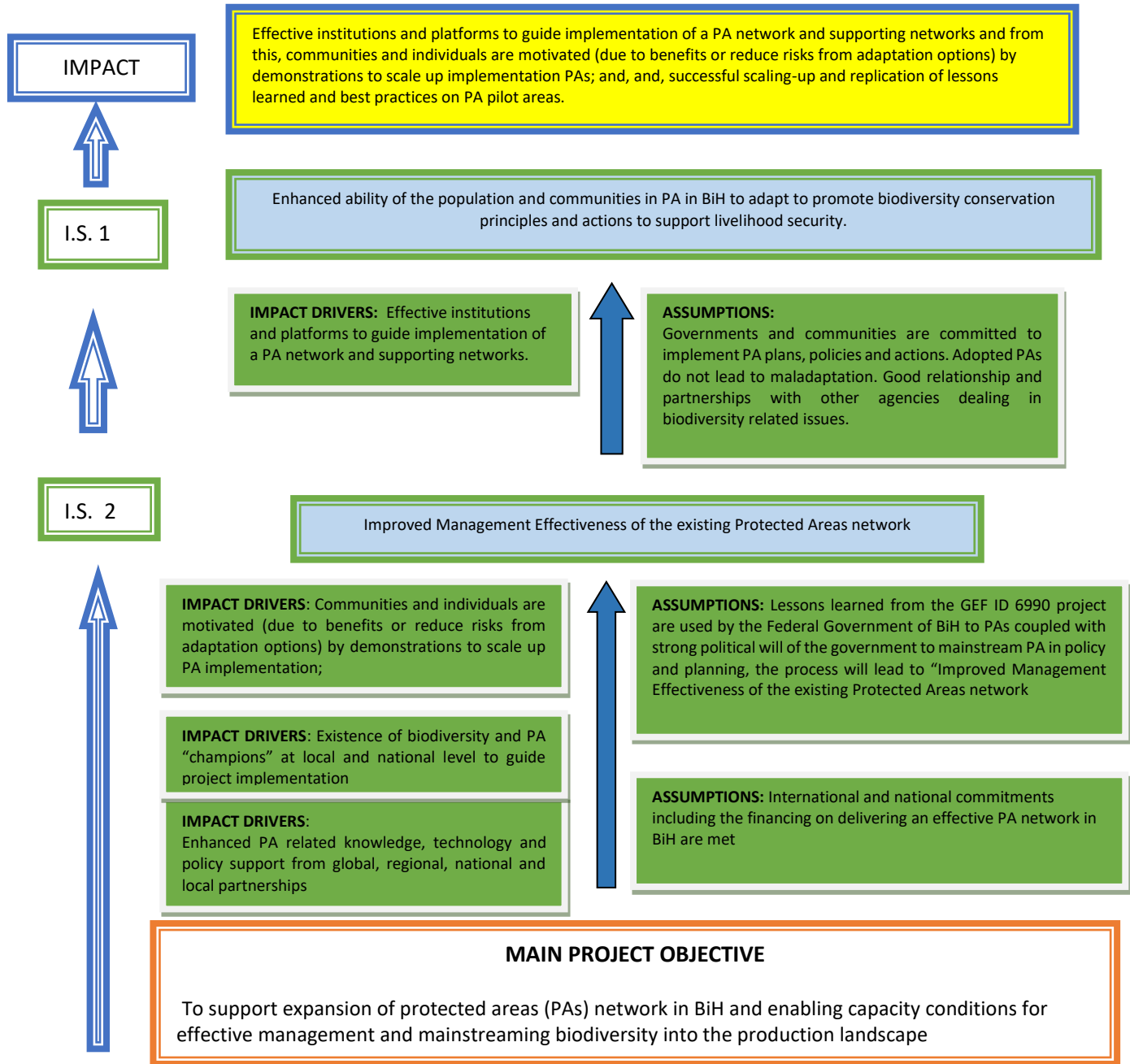


Figure 4.2: Theory of Change Project “GEF ID 6990”: From OUTCOME to IMPACT



EVALUATION FINDINGS

5.1 Strategic Relevance

5.1.1 Alignment to UNEP MTS, POW and Strategic Priorities

66. Regarding UN Environment's programs, the project contributed to various sub-programs of PoW (2016-2017) and (2018-2019). In the first instance, the project contributed to the Subprogramme (3) Ecosystem Management, and secondly, to the Subprogramme (3) namely "Healthy and productive ecosystems". Importantly, careful attention appears to have been granted towards considering the nexus between the vision of the UNEPs Mid Term Strategy 2018-2021 (which aims to reduce environmental risks and increase the resilience of societies and the environment as a whole), with the projects main objective (see Figure 4.1¹⁸).
67. Three important and relevant priority areas in achieving the vision are (1) healthy and productive ecosystems, (2) environmental governance, and (3) environment under review. These all meet the specific outcomes of the project in spite of this, being designed prior to the Mid Term Strategy. Component 1 (Establishment and effective management of protected areas and biological diversity) of this project directly contributes to the UN Environment vision on healthy and productive ecosystems. Component 2 (management effectiveness of the national PA system) is addressed through capacity building, improving management, increasing the efficiency of institutions and engagement of stakeholders, contributes to the UN Environment Vision on improving environmental governance. Component 3, (biodiversity monitoring) which aims to establish the monitoring of biodiversity in BiH, directly supports the third relevant UN Environment priority area notably that Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development.

Rating Alignment to UNEP MTS, POW and Strategic Priorities: **Highly Satisfactory**

5.1.2 Alignment to Donor Strategic Priorities

68. The project is aligned with GEF's Biodiversity Focal area strategy, Objective BD-1 (Improve sustainability of protected area systems), Program 2 - Nature's Last Stand: Expanding the Reach of the Global Protected Area Estate, with expected outcomes (2.1): Increase in area of terrestrial and marine ecosystems of global significance in new protected areas and increase in threatened species of global significance protected in new protected areas and (2.2) Improved management effectiveness of new protected areas. "GEF 6 Programming directions".

Rating Alignment to Donor Strategic Priorities: **Highly Satisfactory**

5.1.3 Relevance to Global, Regional, Sub-regional and National Priorities

69. In an effort to contribute to the relevant SDGs Agenda 2030, with regards to the first priority area, UNEP has formulated a specific goal that "By 2030, biodiversity conservation and integrated ecosystems management will result in healthier marine, freshwater and terrestrial ecosystems that provide benefits such as clean water, secure food supply, climate change mitigation and adaptation, and aesthetic value, supporting the well-being of men, women and children". This goal and vision can be achieved by biodiversity conservation and the long-term functioning of ecosystems.

¹⁸ "To support expansion of protected areas (PAs) network in BiH and enabling capacity conditions for effective management and mainstreaming biodiversity into the production landscape"

70. Component 1 of this project in particular contributes directly to the UNEP vision on healthy and productive ecosystems. Component 2 of this project contributes to the UNEP Vision on improving environmental governance of stakeholders, and this is addressed through capacity building, improving management and increasing the efficiency of institutions and engagement. Component 3 of this Project, which aims to establish the monitoring of biodiversity in BiH, directly supports the third UNEP priority area goal¹⁹.
71. At the national level, given the numerous challenges in the field of protection and sustainable use of biodiversity, the project is extremely relevant and of high strategic importance. Biodiversity conservation through creation of protected areas has been identified as a priority in the National Environmental Action Plan (NEAP), Environmental Performance Review as well as the National Biodiversity Strategy and Action Plan (NBSAP) which identifies specific actions necessary to significantly conserve biodiversity by 2018, identifying increase of protected areas, mainstreaming of biodiversity into other sectorial plans, and mapping of biodiversity rich areas²⁰. According to the Environmental Performance Reviews, a key priority for BiH is to significantly increase the area of its territory under protection via the establishment of new protected areas or the re-designation of previously existing ones.
72. The project addresses specific environmental concerns and the needs related to a very small percentage of protected areas, insufficiently developed capacities for their management and capacities for biodiversity monitoring. It supports the country towards doubling the extent of the current protected areas network to cover some 5% of the territory, which is in compliance with national and international standards and is foreseen by entity spatial plans, and by the revised NBSAP (2015-2020) that set priority national biodiversity target²¹. The project also supports the country to set up an effective management of the newly established protected areas in accordance with requirements of national legislation and best international practices.
73. This project is also fully oriented towards meeting the needs in the field of protection and sustainable nature management in Bosnia and Herzegovina, which are defined by strategic documents. It should be pointed out that the project was initiated by BiH, and that its implementation is initiated and maintained by country ownership.

Rating - Relevance to Global, Regional, Sub-regional and National Priorities: Highly Satisfactory

5.1.4 Complementarity with Existing Interventions/ Coherence

74. Component 3 was designed to complement the work already designed in cooperation with the Open Regional Fund for Southeastern Europe - Biodiversity (GIZ²²). To this end, efforts were made to establish indicators and a biodiversity monitoring system. From this, IT platforms were to be established at the entity level of FBiH and RS which should facilitate the support of a national level information platform for all technical matters relating to biodiversity conservation and PAs in BiH²³. Additionally, during the project's planning and inception phases in 2016 and 2017, several meetings were organized with representatives of other relevant initiatives and institutions in BiH to inform them about the project activities, ensuring the avoidance of any potential overlap, and where suitable, exploring potential areas for cooperation. These included UNDP, local universities plus representatives of the CBD and

¹⁹ The objective of the third relevant UN Environment priority area is: Governments and other stakeholders are empowered with quality assessments and open access to data and information to deliver the environmental dimension of sustainable development.

²⁰ The first and revised NBSAP as well as all National Reports to the CBD specifically mention the need for an enhanced biodiversity management in Bosnia and Herzegovina.

²¹ By 2020, map and urgently protect the specific biological diversity of BiH (canyon, mountain, alpine and wetland ecosystems, karst fields and alluvial plains) in compliance with the applicable spatial planning documents.

²² "Open Regional Fund for South-East Europe – Biodiversity".

²³ On occasion, stakeholders interviewed were confused over which GEF project the questions were being posed over. A recent parallel UNDP Project (<https://www.undp.org/bosnia-herzegovina/projects/spa-project>) was one that caused particular confusion.

IPPC conventions (although the evaluation did not find any concrete evidence of collaboration with these stated conventions during the implementation phase).

Rating for Complementarity with Existing Interventions/ Coherence: **Highly Satisfactory**

Overall Rating for Strategic Relevance: Highly Satisfactory

5.2 Quality of Project Design

75. No formal Project Document (Prodoc) was produced by the project. This is due to the fact that this was a GEF defined Medium Sized Project (MSP). As per the decision made by UNEP at the outset, the CEO Endorsement Template (embracing the PIF information plus supporting Annexes) should represent the key working framework document for the project. In order to achieve project's outcomes, a total of 26 activities were defined and approved within the original project design²⁴. The sequence of activities follows the logical matrix presented in the supporting Work Plan document, which was planned to last 36 months²⁵. The project's design was structured to purposely optimize prospects for achieving the sustainability of the PA network in four key areas namely: environmental, institutional, social and financial. Some brief observations on whether this was achieved is presented below.
76. Despite the project being designed at a time when the nations' administrative structure was quite nascent, and the degree of success (cooperation needed) was in question, importantly, the end project outcome (see Section 5.4 below) appears to have been very positive. The political structure of BiH created the key challenges towards timely programmatic delivery. Whilst this was designed as a 36 month project, the reality of delivering all activities within this timeline was ambitious.
77. The time required, for example, in engaging with the two key entities, plus arranging meetings that inevitably needed the invitation of parties from both Entities meant that a very dedicated team (within UNEPs local office in Sarajevo) was needed. Whilst clear evidence is provided of extremely competent and committed staffs within this (and the Regional Office in Vienna), time and budgets set at the outset were perhaps never likely to be suitable. That said, even extending the project (at the project design stage) to be 60 months does not necessarily mean that outcome improvements (with Entity stakeholders) would have been witnessed.
78. More time in the Project Design was needed to be devoted to outreach and message communication is apparent in the Project Design. Beyond message communication, a more deliberate behavior change communication model should have been included in the project design to improve the likelihood of beneficiaries/users changing their behavior/attitudes on PAs. It is apparent that more time needed to be built into the project design stage which may have been beneficial to ensure that Cantons, Municipalities and local communities genuinely understood the principles of the project and the importance of mainstreaming conservation and biodiversity into the mind-sets of decision makers. Of particular note, the CEO Endorsement document did not propose any clear project related assumptions.
79. Some key technical aspects also appear to have been omitted from the project design. Examples include budgets to help support biodiversity monitoring. Other project design observed weaknesses include the following: (a) initial absence of establishment of clear formalities and procedures for entity involvement and "in-fighting" over budget allocations at the outset, (b) monitoring of PA sites to assess outcomes and (c) the low level of continuity and sustainability of the project due to little or no monitoring and evaluation of results (d) lack

²⁴ Based on the hierarchy or objectives, an aggregate of activities leads to outputs and an aggregate of the outputs leads to outcomes.

²⁵ See efficiency and effectiveness sections for commentary of project extensions.

of outreach and messaging linked to Natura 2000 whereby perhaps the project design could have placed a stronger emphasis on communicating the objectives and outcomes of Natura 2000 to avoid any negative messages being made at the project start (hence impacting on the starting outreach message).

80. Finally, the project design would also have benefited from more innovative thinking at the outset, in particular to help with ways to better embrace technical areas such as the role of gender plus how to effectively upscale the financial sustainability of PAs once they become established etc). Increasing budgets to engage more social experts could have been raised during the project inception phase to strengthen this important socio-economic perspective of PA management as part of the projects design.

Rating for Project Design: Moderately Satisfactory

5.3 Nature of the External Context

81. There was no political unrest or social upheaval/conflict (military or civil) during the project implementation period in BiH that directly affected project outcomes. The general election, conducted in October of 2018, to a degree acted to direct focus attention temporarily away from matters relating to PAs plus any ongoing programs and projects for a degree of time (deflecting government priorities and staff time onto pre and post electoral matters). No significant impact, however, was felt and in general, the project managed to generate the necessary buy-in and commitment within both the two Entities and at the sub-national level.

Rating for Nature of the External Context: Favourable

5.4 Effectiveness

5.4.1 Availability of Outputs

82. This evaluation labels the project as being effective in terms of activity and output completion. All project outputs were made available, in a timely manner, to the intended beneficiaries/users. The evaluation also confirms that these were all produced to a high quality. The degree of cooperation between RS and FBiH also proved to be effective thanks to a good level of continued engagement throughout the project. Details of each output (per Component) are presented for each country in Annex IX to justify this statement. Some stakeholders in fact have deemed the project (especially those within within RS) as being one of the best donor funded projects in BiH in terms of achieving its intentions (ie: the proclamation of 5 PAs as per the Logical Framework although none of these occurred in FBiH). Some general observations are now presented below with regards to issues that compromised the effectiveness of certain project outputs.
83. Following the project inception workshop in 2016, the momentum of the project implementation slowed down due to a weak understanding of project roles thus delaying the early stages of the project. A significant amount of time and effort also had to be invested into clarifying roles and responsibilities and through this, preparing an agreeable workplan for all parties. Any corrective measures and associated training or capacity building had to be solely implemented by the PMU in a continuous manner throughout the project. Positively, and in most instances this proved to be effective (though delivered in an ad-hoc manner) and to this end, and importantly, roles did become better defined during project implementation.
84. Issues causing project delays in the first year included:
- initial slow release of funds to the PMU;

- underestimation of the time required to obtain the consent of the RS government to include new areas in the project and the consent for co-financing the project;
 - technical limitations for more frequent organization of PSC meetings and timely important decision making for the implementation of the project;
 - insufficient capacities for determining the structure and conservation status of biodiversity, and the preparation of expert studies for the establishment of protected areas.
85. Despite these early challenges and limitations, the PMU continued to pursue effectively the projects implementation, as evidenced by Project Implementation Reports (PIRs), records from numerous advocacy and consultative meetings, the valorization studies, analytics and promotional materials that were prepared for the various project activities.
86. Importantly, the project also proved to be effective in terms of its ability to encourage and initiate collaborative efforts with other initiatives and partners for activities. The RS Institute of Culture and Nature, for example proved to be very effective coordinators, helping to bring together all key parties into the process (especially fieldwork coordination²⁶).
87. One example of sound delivery effectiveness related to the production of the Management Plan for Livanjsko Polje which only took circa 6 months to prepare and of high value in terms of its content and use. Stakeholders declared that if this work was not included within the UNEP project it would have taken significantly longer to have been completed and arguably of a much reduced technical quality.

Rating for Achievement of Outputs: Satisfactory

5.4.2 Achievement of Project Outcomes

88. The project has achieved all the targeted outcomes within the approved budget, adopting a strong biodiversity related science base throughout its duration. Through an adaptive approach to capacity building (structured and more ad-hoc training as required), knowledge support and concrete on-the-ground interventions have been achieved and in the process, the project has proven to be successful in building an enhanced national biodiversity conservation framework from which future PAs may be established and proclaimed.
89. As the initial internal project delays were resolved (see Section 5.4.1 above), the project momentum gained traction and began to attract the attention of key stakeholders and a positive chain reaction resulted through the generation of the new national appetite towards proclaiming new PAs. Even being part of the projects journey was becoming attractive and for this reason, Vareš and Konjic Municipalities joined the project. Vareš Municipality actually expressed a written intention to initiate the procedure for establishing a PA on Zvijezda Mountain (within Zenica-Doboj Canton). Konjic Municipality had also expressed a significant intention to protect the area of the Bjelašnica mountain complex based on its own spatial plan.
90. In support of the above generic statements, some general observations (positive and negative) are presented below with regards to the achievement of defined project outcomes.

Component 1:

91. All 5 PAs were proclaimed as set out in the project design. This was supported by good engagement of NGOs who helped to get the data necessary for this to happen. Valorisation studies for Livanjsko and Mt. Zvijezda have provided the base for their official protection. In

²⁶ It is noted that a similar institution is required in FBiH which has the sufficient capacity to deliver for the entity and the State (collectively) – see Lessons Learned section.

fact, the methodology adopted in the Valorisation process is suitably replicable for other PA proclamation related projects though perhaps continued and improved effort is needed on offering advice towards the establishment of buffer zone studies into the future²⁷. In spite of this, the spatial area of PAs within BiH has in fact been significantly extended, especially within RS with newly proclaimed PAs (such as at Orjen²⁸, Tisina, Vjeternica cave and Gromiželj). The project design (Component 1) has therefore enabled PAs to be set up amounting to 3% as opposed to 2% before the project.

92. The introduction of a new law (2014) in RS to help promulgate PAs (outside of this project) has been a major project outcome as this now represents an excellent basis from which BiH can move forward in setting future PAs. In fact, some stakeholders stated that without the project's intervention, it is unlikely that a law would be set up for PAs and National Parks²⁹. That said, the draft law (that the project helped to facilitate the formulation of for FBiH), needs to adhere to due process which can take time, however despite this, a template being used offers a very valuable model from which to use for local Municipal Councils to move forward to help enforce PA designations through the Article 36 regulations.
93. The evaluation does need to report that the promulgation of the draft laws on the Protection and Policy Brief³⁰ into formal laws to support PA management in FBiH remains slow as the law is very complicated to implement due to the institutional and administrative arrangements in place. As the law is currently not being enforced in FBiH, the indicators adopted for the BIS in FBiH especially remain unenforceable and hence not effective. Therefore, whilst this evaluation can report a success in terms of this specific indicator set for the project, this was a risky strategy knowing the political administrative structure of the country and hence perhaps should not have focused on "proclaiming" or "committing" to PAs. Instead, they could have been designed to focus on the "benefits" of PAs.
94. A key finding is that although PAs were established in Outcome 1, there is now a desperate need to set up strategic financing strategies (supported by PA Management Plans) so that each PA has the opportunity to become more self-financing and hence sustainable long term. Mt Orjen (as an example³¹) is attempting to promote a new system of entrance fees but to do this, there must be a central visitor centre (with suitable facilities) to enable revenue collection and to attract future donor support. More information on this aspect is addressed in Section 5.9 (see Recommendations Section).
95. Finally, an important observation of this TE is that the success and effectiveness of PA establishment around BiH (within both entities) depends heavily on political will and on land ownership matters. Where businessmen (private developers or Governments) take land back, the community response and enthusiasm wanes). In fact, where Government land was allocated to be a PA, the long term sustainability of the end outcome may be diluted (unless a long term commitment towards continuity was promised). As above, more information on this aspect is addressed in Section 5.9.

Component 2:

96. In order to improve the challenge facing FBiH and RS connectivities on PA related matters, a targeted approach was adopted on improving cohesion and on "soft" relationship building and through this adopted a series of different engagement modalities (virtual/focal groups/bi-

²⁷ The fact that FBiH has many "potential" cave sites for protection adds weight to the need for a similar robust declaration system to be in place for FBiH. This is key as the country is essentially karstic and hence many cave related systems (which are easier to protect) could in fact be nominated for declaration).

²⁸ defined by the Municipality – not the State.

²⁹ covering all Cantons in FBiH – (none in RS)

³⁰ a none formal 2 page summary of the Valorisation process for Ministers completed by CENER 21.

³¹ Mount Orjen is a good working example of a nature park, although no Management Plan is in existence yet. This is a hindering factor as there are many issues that the small staff numbers can manage (only 1 PA Manager who also commands other supporting work at the Centre for Karst Management which covers Municipalities such as Trebinje, Berkovici, Ljubinve and Bileca). Issues over fires, illegal developments are the key factors that need addressing and remain so despite PA status being put in place.

lateral meetings etc). The project engagement methods adopted helped to improve coordination between the Municipality and Canton level and this is especially noted as levels of community participation (pre-project), prior to the project starting, were poor. It is posed in this evaluation that biodiversity matters have been used as a common catalyst from which to disseminate data to help (amongst others) to set up the Guidelines (outreach documents) for PA Managers to help with zonation advice and also how to gazette a PA in the future.

97. Capacity development has improved across the country, though it is noted that this doesn't apply for all key institutions who are responsible for nature conservation and biodiversity across BiH. There has been a positive use of local experts (biologists, ecologists etc) which supports the need to have improved national expertise on biodiversity/taxonomic skills. The project specific workshop on Red List Assessor training managed to attract thirty-two experts from NGOs, universities, private sector and government whom all attended the workshop and learnt about assessing process³².
98. Local community engagement in both FBiH and RS also appears to have been quite effective regardless of the complex administrative structures of the country. The local communities have become more and more appreciative of the benefits that could be achieved through setting up PAs. Likewise Municipalities are becoming more aware about the importance of protecting biodiversity for ecotourism related development. In particular, the local community of Trebinje (Orjen), Samac (Tišina), Municipality of Ravno (Vjetrenica) recognised the importance of PAs in developing their tourism product and as a result, these PAs have become the focus area of a new UNDP project on biodiversity, climate change and improving tourism development (such as the Mount Orjen "nature park") whereby Management Plans will be developed along with some restoration works³³ (UNDP PA and Sustainable Recreation Project). It could be argued that more time and budget perhaps could have been allocated (in the project design phase) towards raising awareness on PA matters to help better instil key messages on the role and value of PAs with key stakeholders across the country. The evaluation however believes that a sufficient budget for this was set.

Component 3:

99. The CHM (including Biodiversity Information System (BIM)) has proved to be a key successful outcome of the project. The design of the CHM (and BIM) therefore is a good example for future upscaling / update to reflect national needs. Its visibility is good and the project outcomes are clearly listed on the chronology pages of the website³⁴. It has proven to be a beneficial tool to gather managers to learn new parameters about PAs, exchange good practices, talk about problems etc. It is however, too early to determine whether the BIM has help develop strategic decisions (at Entity or National level) on PA related matters. The likelihood that the CHM could offer this type of value is deemed viable as the architecture used for the CHM is open source (Python software) and so easy to update with these new modules for use by the RS and FBiH. The CHM did however take 2 years to produce with help from the Environment Fund (in FBiH). Importantly, it was designed to European scale initiatives to (for example) support the INSPIRE Directive and it also embraced the Darwin Core Standard^{35, 36}.
100. The CHM portal needs to be a useable portal where data at the level of BiH regarding biodiversity issues could be obtained with ease (e.g. integrated maps of PAs in BiH, institutional and legislation frameworks of entities, news on biodiversity, good practices, scientific works and etc). However, in addition to funding issues to sustain its usage, another

³² The IUCN Red List training workshop was another good example of a positive engagement activity (4 day event) that embraced all key stakeholders (public and NGO focus).

³³ <https://www.undp.org/bosnia-herzegovina/press-releases/beginning-new-undp-project-support-sustainability-protected-areas-bih>

³⁴ <http://e-prirodafbih.ba/> <http://e-priroda.rs.ba/>

³⁵ <https://dwc.tdwg.org/>

³⁶ Originally developed by a GIZ funded project

problem relates to ownership and who is in charge of it to help coordinate (and have capacity to) update the CHM portal into the future.

101. Another matter is that whilst the open sourced BIM is an excellent basis from which to help gather information for the future³⁷, since the law is not fully enforced at the Canton level, Canton 10, for example, have not adopted the biodiversity monitoring system yet and it is stated in interviews that more training on its use is needed. Links to climate change have however been embraced in tandem to biodiversity indicator setting thus combining the role that PAs play towards supporting sustainable development by ensuring that the Convention of Biodiversity (5th NBSAP Report 2015-2020) places a core mention on the importance of PAs (AICHI Target 11). The indicators used in the State of the Environment Report to help improve nature conservation in 2022 also have relevance to the NAP plus also compliance with the Paris Convention (Agenda 2030). These indicators, however, now need to be consulted upon with the public.
102. Whilst the CHM represents an activity with significant potential long term impact though it will inevitably take time (and regular data to make the system mature well over time). It was intentionally designed with a series of modules, which can be used in the future to develop Strategic Goals for the State to help improve effective nature conservation and to help support the Federal Spatial Plan. The system however, does need reliable and regular data to ensure its success and from which to help update PA boundaries into the future.
103. The Environment Fund has in fact already started to develop an environmental information system on behalf of the Government of the FBiH. One of these is the "Information System for Nature Conservation in the Federation of Bosnia and Herzegovina" (ISCN FBiH). In the near future, the Environment Fund plan to develop more modules and then integrate them into the ISNC FBiH, and they are working on the creation of a network of researchers and practitioners with the main goal of improving the state of nature in the Federation of BiH (and in the whole country). New modules may then be set up to ensure that suitable biodiversity related data management continues. For example, a new coastal biodiversity module could be of value but only to Neum Municipality.
104. Finally, an interesting finding from the evaluation is that Abor Magna (a NGO) holds a significant biodiversity database entitled GISPASS that was set up 13 years ago though remains unused. It holds data on what is important and what needs to be researched in any one site (trees/rivers/landscapes etc). No attempts appear to have been made (during the project) to include this information into the BIM due to data intellectual property related issues. The value of this data is that (for RS only to date) it holds significant information of value to support Municipality Spatial Plans, although more groundwork is needed to capture the same level of detail for FBiH³⁸. The design of a QR code mobile phone app that allows visitors to PAs/National Parks to access key information could be a future activity to pursue.

Rating for Achievement of Outcomes: Moderately Satisfactory

5.4.3 Achievement of Likelihood of Impact

105. The following enablers/disablers that have influenced the likelihood of intended project impact are summarised below:
106. One very clear enabling fact is that decision-making, negotiations and gaining consensus on PAs within RS is distinctively simpler than in FBiH. Additionally, the existence of an expert institution within RS certainly helped to "champion" the process in a smoother manner than in

³⁷ So far institutional and legislation frameworks of entities, news on biodiversity regarding CBD were put on the portal.

³⁸ Ministries in RS and FBiH rejected the offer to take this information as it was open sourced and not useable within the ESRI platform that Govt uses. When the information was "taken down" due to server host costs etc, public response to this was significant as the data was being used by many.

FBiH. This made it easier in RS to reach consensus with stakeholders in local communities and also to more promptly reach a consensus for coordinated activities. Similar approaches in FBiH run more slowly and as a result, achieving consensus with local communities in the FBiH is difficult because of the multiplicity of administrations with limited competencies in PA management and whom have limited ability to make strategic decisions that represent the views of the Federal level.

107. The likelihood of impact since the MTR (2019) appears to have remained the same with no real change in approach/commitment from some Municipalities and Cantons despite key recommendations being cited within the MTR. Some Cantons in FBiH have embraced certain recommendations, notably the importance of including PAs within their Spatial Plans. That said, there is a more cynical view posed that ulterior motives remain in play to promote economic development as opposed to decisions being made to adopt PAs on the grounds of broader environmental and sustainability credentials. There, for example in the early phases of the project, a misunderstanding amongst Cantonal decision makers and also local communities between the intended purpose of national PAs and the Natura 2000 network. According to interviews, visits of local representatives to the PAs to some countries of South Europe have resulted in such misunderstanding, due to improperly conveyed Natura 2000 experiences. This concern over how Natura 2000 may have impacted on the speed of local community acceptance of the project across BiH in general.
108. With regard to disabling conditions impacting on impact likelihood, a range of issues are raised. One key technical enabling related observation is that whilst engagement with key planners at the Municipality level was achieved, this didn't mean that the adoption of strategic future thinking on PAs was (or has been) embraced within the Spatial Plans of separate Municipalities. There was a need for communities to be better aware of the Spatial Planning system across the country to ensure that the PA approach remained in line with the Federal Spatial Plan³⁹. Without at least some reference to PAs within such plans, means that the adoption of buffer zones to protect PAs was not happening. In SR especially, there remained a challenge in adopting spatial plans that consider PAs in a formal way. Cantons need to set up dialogue with the Municipality to ensure biodiversity principles are mainstreamed into Canton level planning (as a canton cannot force a Municipality to instil conservation into its spatial plan such as the Canton 10 Spatial Plan which is now in draft form to cover 2025-2035). The only effective way is through good communication of key messages.
109. The proclamation of a PA, whilst obviously important, does not however, necessarily support the achievement of the projects intended impact on BiH. Supporting actions are always needed to help ensure a PA has the governance and management arrangements in place to secure long term sustainability and hence success. For example, there is no formal decision of any local authorities to give consent to the proclamation of new PAs⁴⁰.
110. A continued lack of resources (human and technical), and a responsible institution (FBiH) the federal level coupled with continued challenges in both horizontal and vertical communication between actors make it difficult to fully assess the achievement of project impacts. Many of the key messages of the project still require to be constantly revisited to ensure that decision makers see the wider benefit of PAs in the country. In this regard, insufficiently developed human, technical and financial capacities for nature protection represent a limitation in ensuring a higher political will for establishment of PA, but all other factors contribute to difficult reach of consensus in local communities. In fact, Entity-level observations clearly show that the project execution unfolds in entity specific (and different) ways, which inevitably

³⁹ The Federal Ministry of Physical Planning in its present form has been in existence since 2006, when the Law on Federal Ministries and other bodies of the federal administration implemented the reorganization of the Federal Ministries. Until then, within the Federal Ministry of Physical Planning, there was also the Environment sector.

⁴⁰ The formal decisions of local authorities include decisions of municipal councils within those municipalities whose territories are affected by the coverage of new PAs (reclassified by this project)

reflects each entities regulatory framework. As there is no expert institution in FBiH, this entity lacks a recognized and permanent expert team. This situation was previously recognized as a possible risk in the implementation of the project, and also reported in the submitted PIRs.

111. Another factor influencing the likelihood of project impact relates to the question of land ownership in the vicinity of new PAs. This matter is also not discussed properly with the local community as private property represents a significant part on the mountain complex around Bjelašnica, as it does in Neum. Likewise on Livanjsko polje, a significant problem relating to the status of land which is being used by Hrvatska Elektroprivreda (HEP) had been identified (no specific visit made to the HEP company during the TE mission in April 2023). Therefore, it is raised that perhaps the project design could have placed a stronger emphasis on communicating the objectives and outcomes of Natura 2000 to avoid any negative messages being made at the project start (hence impacting on the starting outreach message).
112. Finally, the COVID pandemic didn't appear to impact on the project too much on project programme. Project activities were already starting to go online when COVID restrictions hit although in some areas (Livansko) most project activities had already been completed. Adaptations to the projects communications were however made, and in response to the situation arising, and in collaboration with WWF Adria, the team created a questionnaire for PAs Managers on the COVID influence on PAs work in order to get insights how responsive PAs Managers were and how well and fast their work was being adopted throughout the pandemic.

Likelihood of Impact: **Moderately Likely**

Overall Rating for Effectiveness: **Satisfactory**

5.5 Financial Management

5.5.1 Adherence to UNEP's Financial Policies and Procedures

113. The project adopted the available resources⁴¹ within the United Nations to help guide (at the outset) the principles of effectiveness, efficiency and economy (UN Financial Regulations and Rules, 101.1). This was set out at the start of the project since the financial controls and management practices utilized by UNEP's Partners were likely to differ from those employed within UNEP, it was incumbent upon them at the outset to encourage the application of these principles on resources expended through implementation agreements. Annex VIII demonstrates the adherence to UNEP's financial policies and procedures which declares the overall rating as being Satisfactory.
114. The evaluation concludes that all expenditure reports were certified by an authorized official from UNEP attesting to the accuracy of reported expenditures, that resources have been used in accordance with budget provisions and the implementation agreement's terms and conditions and that all expenditures are supported by relevant documents. This was key as UNEP only approves expenditures that are in line with the approved budget.
115. No concerns have been raised by the various government auditing systems, though the evaluator did find it difficult to assess the percentage of financial expenditure over the period of the project "per Component". This was mainly due to the fact that this information was not compiled that way throughout the project plus (to a small degree), capacity (staff) changes from the time of the project closure to the time of writing the TE.
116. In spite of this, the financial reporting systems (reviewed in this TE) all appeared to follow the project standard approaches and there was no formal complaint of financial reporting

⁴¹ UNEP PARTNERSHIP POLICY AND PROCEDURES (21 October 2011)

inadequacy received from the UNEP. No account and financial management related documents available due to the merging of the ministry and transfer of staff in different tiers of the government.

Rating for Adherence to UNEP's Financial Policies and Procedures: Satisfactory

5.5.2 Completeness of Financial Information

117. Annual and consolidated financing and co-financing reports broken down by budget lines were provided, except the co-financing report from UNEP HQ, which has not been easily retrievable since UNEP has moved its data storage to a cloud system. The budget revision, small-scale funding agreements (SSFA), internal cooperation agreement (ICA) and amendments are available. The project cooperation agreement and contracts were not made available to the evaluators
118. In spite of the above, those financial reports reviewed during the evaluation indicate that there were no major issues and the project provided regular and adequate financial reports. That said, and based on discussions during the evaluation, financial reporting was not as robust as it could have been. Some stakeholders mentioned that there were some issues raised regarding the level of support needed on training or the provision of clear examples offered to show how to produce a meaningful financial reports. Statements were made that these reports were not as robust as they could have been (more strategic in nature), however the evaluation believes that there is no evidence to suggest this affected project performance in any way. This is because some guidance on detailed expectations of financial reporting (monthly/annual) was given by UNEP, which took the form of previous project examples of financial reports. This however, was not backed up by specific training.

Rating for Completion of Financial Information: Moderately Satisfactory⁴²

5.5.3 Expected and Actual Co-finance

119. The USD 13,528,200 (co-financing) was made up of leveraged resources as follows:
- Federal Ministry of Environment and Tourism (In-kind): USD 2,403,200;
 - Federal Ministry of Environment and Tourism (Cash): USD 4,800,000;
 - Ministry of Education and Culture of RS/ Institute for Protection of Cultural, Historical and Natural Heritage of RS (In-kind): USD 620,000;
 - Ministry of Education and Culture of RS/ Institute for Protection of Cultural, Historical and Natural Heritage of RS (Cash): USD 50,000;
 - Ministry of Agriculture, Forestry and Water Management of RS (In-kind): USD 1,300,000;
 - Ministry of Agriculture, Forestry and Water Management of RS (Cash): USD 2,500,000;
 - Fea (In-kind): USD 25,000;
 - CENER21 (In-kind): USD 35,000;
 - Min Foreign Trade and Economic Relations of Bosnia and Herzegovina (In-kind): USD 1,665,000;
120. What is apparent is a lack of transparency in terms of the use of co-financed moneys. No evidence of this is made clear within the Project Budget Expenditure report (spreadsheet). The

⁴² The evaluation has based its findings on what was provided by UNEP, which basically was the Expenditure Statement and Unliquidated Obligations Report (2021).

PIR for Fiscal Year 2022 merely states that regarding reporting from 1 July 2021 to 30 June 2022 and that the co-finance total of 13,528,200, or 100%, was utilised and achieved.

5.5.4 Actual project costs and disbursements by output / outcome

121. As mentioned above, GEF6 financial reporting requirements do not identify specifically the need for project spend to be divided into project outcomes/components, hence analysis of project costs/disbursements by output/outcome have not been forthcoming. Annex VIII outlines the final Financial Table and Financial Expenditure per Budget Line (Outcome/Output).

5.5.5 Communication between Finance and Project Management Staff

122. Communication between UNEP Sarajevo, UNEP Vienna, and UNEP HQ was frequent and constructive throughout the project. While on site, the project manager/coordinator from UNEP Vienna regularly visited Sarajevo to assist with day-to-day implementation. The project team in Sarajevo did not have direct and regular communication with UNEP HQ, but they maintained regular dialogue with the ROE in Vienna. Although UNEP HQ and UNEP Vienna provided guidance to the best of their ability, there were delays in responding to questions/requests. For example, the transition to UMOJA and understanding the reporting requirements posed a challenge for all involved.

123. There were administrative problems in financing of project activities during the first year of implementation as the PMU experienced some slow administrative processes and difficulties⁴³, for example regarding PCAs signing etc. Activities to solve this issue were initiated by UN Environment in BiH and the UN Environment in Vienna who worked collaboratively to expedite the signing of the PCAs. Likewise, extra efforts were taken to transfer money from UNEP Regional and National Offices. This proactive stance helped to reduce any further delayed implementation.

124. Following the MTR recommendations, the project improved financial management in terms of timeliness and responsiveness to the project team's requests, provided training on financial reporting following the International Public Sector Accounting Standards, and access to and training on UMOJA for the project team.

Rating for Communication between Finance and Project Management Staff: **Satisfactory**

Overall Rating for Financial Management: Satisfactory

5.6 Efficiency

125. As the project was designed to deliver outcomes (and hence operate) at a State level, embracing the two separate entities of BiH which possess different administrative and political structures has inevitably resulted in experiencing efficiency related challenges. Despite this, the evaluation concludes that overall the project has proven quite efficient. As stated above, and earlier in this TE, it is noted that the project worked in a complex and multi-stakeholder environment that included State Entities, national stakeholders and local level beneficiaries. Given these complexities, the project managed its activities as efficiently as possible with limited staff – and the use of competent national NGOs and short-term consultancies. Of note, the project structure was designed to provide clear direction on biodiversity conservation matters and this clear vision certainly helped to improve efficiency on matters pertaining to delivering specific project activities and outputs.

⁴³ Based on discussions with the Ministry of Education and Culture of RS/ Institute for Protection of Cultural, Historical and Natural Heritage of RS stated there were some challenges regarding transfers of funds at the beginning of the project implementation.

126. As stated in the MTR (2019), being able to offer a precise evaluation rating for efficiency is difficult as implementation of the project varied according to each Entity which is particularly relevant for Component 1. For example, in RS there is evidence of strong efficiency levels as a result of all outputs (especially in Component 1) being achieved to a high standard and on time, very good management and accountability in terms of fund usage. Coupled with this, the existence of a professional institution for nature protection in RS helped to instil a more efficient delivery of project activities and allocation of resources which is demonstrated better in RS than in FBiH. In fact, RS is deemed far more efficient to implement the projects outcomes than in FBiH because the PA law has not been adopted in FBiH unlike in RS where their own laws have been adopted since 2014. This may also be linked to the leadership of the RS institute and the processes of PA declarations that are in place (but not in FBiH).
127. The project implementation process was, however, slow in the initial stage of the project period due to various factors including site-level analysis, project planning, fund disbursement at the Entity level etc. This start was delayed due to internal project debate over the division of fund allocation to RS and FBiH. The original plan was that RS would only receive 20% of the budget funds which was not accepted at the outset. A year delay ensued until an agreement was reached for RS to receive 50% of the funds. Efficiency levels in terms of pace and delivery remained staggered, even after the MTR (2019), however once a level of trust was gained, clear “shoots” of technical progress became apparent post 2019. One of the reasons for this was that within both Entities, Senior Managers remained consistent throughout the process which certainly helped with continuity of message as the project progressed.
128. Several measures were engaged throughout the project to encourage the promotion of an efficient approach during its implementation. These included the following:
- i. Partnerships: Harnessing the comparative advantage of the partners and establishment of strategic partnerships with key organizations (who already had a strong track record of experience in biodiversity and PAs in BiH) certainly helped to improve project efficiency levels. For example, in RS, three public forest enterprises underwent international inspections in order to obtain Forest Stewardship Council (FSC) certificates, while several other enterprises separately prepared for the same procedure. The implementation of this helped to significantly contribute to a more efficient management approach.. In Component 3, for example, the adopted Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) model developed allowed data to be collected in a more efficient manner as this involved a range of parties in the process. Hence embracing the IPBES certainly benefitted project efficiencies on data collection matters.
 - ii. Site selection: PAs were selected in areas where the two Entities were already conducting relevant biodiversity projects and programmes to support the national PA network. In RS, for example, good quality expert justification studies were achieved for many areas during this project whereby ecologically diverse areas were selected for PA nomination (ranging from the Tišina wetland, through the canyon refugia in northeastern Bosnia, the extremely valuable area of the Tara canyon, which relies on already protected areas in Montenegro, and karst speleological sites etc).
 - iii. Building on the past and ongoing programmes of partners (including donors such as GIZ) and utilization of existing institutional structures government ministries, Entities, Cantons, Municipalities etc including existing/available information and data sets. This helped to ensure that project funds were better directed towards the protection of biodiversity, and their utilization.
129. As stated under Section 5.4 (Effectiveness), following the two agreed no cost extensions, the project delivered all of its outputs on time. There were some changes in activities and timeline but overall, the activities were implemented as planned. One observation of relevance is that considerable time was needed to undertake PA boundary discussions (as part of the

Valorisation studies). Similarly, perhaps due to the time necessary to convey correct messages to key stakeholders, limited (if any) discussions took place on “buffer zones” and their associate regulatory needs. Any agreed coordinated voice between Canton and Municipality on such matters remains weak as there is no legally defining mechanism in place to enforce buffer zone regulations. This is particularly noted in Mt Orjen whereby 3 formal zones are established (core; general use; buffer) yet the transition between 2 of these is very weak and not formalised in any management plan hence illegal developments (weekend homes etc) are being designed that contravene the PA guidelines. The issue that circa 33% of the Mt Orjen nature park is privately owned makes management quite a challenge especially with circa 1 manager being in place.

130. Another observation that may have been considered (to improve efficiency levels) relates to the Focal Point for CBD (nationally) being nominated from within the Ministry of Ecology in FBiH (hence at the “entity level” - not State level⁴⁴). However, the Focal Point for Climate Change resides within the RS Ministry of Ecology. Confusion on who has responsibility for what has been noted and it perhaps should have been considered to nominate Focal Points from the same entity (possibly in RS) and from this support the delivery of a more efficient roadmap to inculcate biodiversity and climate change related matters. To this end, engaging decision makers in the process requires the appropriate people to handle the communication, and that communication style needs to be free of technical jargon.
131. This evaluation states that any delays noted are not the result of inefficient PMU management approaches, but more by insufficient capacity and as a consequence of existing challenging national administrative procedures. Despite two cost extensions, the efficiency of the project is considered as satisfactory. The extension as a consequence of the Covid-19 pandemic (being one of the reasons for the extension) very quickly became a global issue that affected all international projects and hence the evaluator sees no reason to penalise the rating as a consequence of this issue. In fact, the evaluator saw evidence (through improved frequency of online meetings etc) that programmatic impacts were minimised through strong project management and continued communication pathways adopted.

Rating for Efficiency: Satisfactory

5.7 Monitoring and Reporting

5.7.1 Monitoring Design and Budgeting

132. The project had an inbuilt monitoring design and budgeting which functioned moderately well, through the audits, discussions with local and international executing agencies. A realistic and budgeted monitoring and evaluation (M&E) plan specified different M&E activities and presented a clear and convincing M&E work plan⁴⁵. Financial allocations for MTR and TE were adequate and made available (a budget of US\$70,000 in totality). General M&E activities were specified, as well as responsible parties, each with a budget attached (when relevant/applicable) and their frequency, but no data collection methods were described. The M&E work plan followed a standard template, which did not specify coverage and strategy for data collection methods or frequency of data collection by indicator

⁴⁴ Sarajevo has 3 entities, 1 for all of BiH as a State who signs all conventions; one for FBiH only who is responsible for all nature conservation related consents in FBiH.

⁴⁵ The M&E plan design is part of CEO Endorsement (approved version 4.07.2016, Chapter C, Budgeted M&E plan)

- 133.⁴⁶ The design contains all the key elements for successful tracking of project progress which is expected as per all GEF projects. Of note, the budgeting usage appears to have been quite flexible and adaptable to allow for periodical adjustments due to changing project needs, such as a request for project extensions and the re-allocation of funds within components (MTR recommendation to stop certain activities etc).
134. The resulting framework (see Section 3.3) included indicators⁴⁷ for each expected outcome as well as mid-term and end-of-project targets along with the key deliverables.
135. Several risks, including governance challenges, were taken into account in the design phase, and mitigation strategies were proposed. A risk matrix was enclosed in the CEO Endorsement document to minimise risks and increase success prospects. However, the project did not anticipate a lack of political buy-in, ownership, and other contextual risks, first and foremost, long-standing polarising issues in BiH. By explicitly recognising political risks to the establishment of a country-wide and coordinated biodiversity monitoring and reporting, the project would have maintained a higher degree of credibility.

Rating for Monitoring Design and Budgeting: Satisfactory

5.7.2 Monitoring of Project Implementation

136. Monitoring was a fundamental aspect of the project and the M&E framework has helped to guide project management and supervision through constant communication about activities, processes and procedures. This has proven vital for understanding ‘what is working’, in which circumstances and from this, offer advisories to help promote future biodiversity conservation and PA measures to support future upscaling and replication as suitable.
137. The M&E plan, which provided the type of project monitoring tools at the State level, was perhaps not well tailored into Entity level/Canton and or PA sites level M&E plans. Importantly, there is no ‘one size fits all approach to the M&E of PA sites in BiH as it depends on the nature of each PA site, the objective of each PA, available human resources, time frames for PA adoption and financial resources to support their future management. This observation was learned from monitoring team visits to the project sites which were conducted involving, government officials, PMU, and local leadership (Canton/Municipality etc). High-level visits to project sites were also organized to highlight the contribution of PAs to the local Canton (or Municipality level) Spatial plan (or equivalent) and it was found that each PA may necessitate specific M&E plans to be assigned to them (in spite of only one project implementing activities at a range of PA sites).
138. It is noted that gender inclusion and vulnerability related issues (indicators) were attempted to be used to help capture commentary on gender disparities, vulnerable groups or persons with disabilities (PWD). Whilst these aspects were not proactively reported on in any great detail, improvements to the PIR reporting mechanisms did allow a degree on commentary to be included on such matters (see Section 5.9.4 for more information on gender).
139. The following table demonstrates the performance at the project’s completion against Core Indicator Targets. It shows that Core Indicator expected results have been achieved (or exceeded).

GEF Core Indicators	Indicative Expected Results
---------------------	-----------------------------

⁴⁶ Including budget lines set aside for this Terminal Evaluation of US\$15,000 which has yet to be expended.

⁴⁷ These however were not disaggregated into gender, marginalised groups etc

The project has increased the national PA network for 5 new protected areas in total of 26,000 ha. Currently there are 43 PAs in total in the country, app. 118,000 ha (Ramsar area and IBA sites excluded). At the CEO endorsement METT score was 13, METT score at the end of the project is 29/30.

<i>Indicator</i>	<i>Expected values at</i>	
	<i>Mid-term</i>	<i>End-of-project</i>
1.1 Terrestrial protected areas newly created (hectares)	<i>PA network of BiH consists of 25 PAs with total of 81,700 ha</i>	<i>National protected area network will increase to 27 PAs with total of 250,000 ha</i>
1.2 Terrestrial protected areas under improved management effectiveness (METT Score)	20	30
4.1: Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)	<i>Criteria for prospective PA Prioritization developed and agreed upon with decision makers</i>	<i>Development of protected areas management plans (2 in total) Improved management effectiveness of the 2 two areas 907 ha (cave Orlovača and habitat Gromiželj)</i>

Rating for Monitoring of Project Implementation: Moderately Satisfactory

5.7.3 Project Reporting

140. Importantly, the project followed UNEP standard monitoring, reporting and evaluation processes in place, being uploaded onto the UNEP centralised Information Management System in a timely manner (against agreed project milestones). Half yearly reports and Progress Reports all were delivered on schedule.
141. The project reporting appears to have provided adequate and timely reflection on activities and achieved results but less so on lessons learnt. i.e., there was an unfavourable balance between the reporting on project activities, results, risks, and lessons learnt in the PIRs. Despite the project experiencing some early implementation delays and challenges, the PIRs failed to capture the extensive learning opportunities that could have been derived from them. They also did not generate sufficient understanding of constraints and opportunities for achieving the expected results and gender related experiences at the outcome level. Stakeholders consulted for this evaluation recognised the necessity of the reporting, but some stressed that resource-intensive reporting requirements take time to respond to.
142. The project is in line with the GEF monitoring and evaluation policy prepared an M&E plan which followed the Project Results Framework (as included within the CEO Endorsement). The evaluation did find that the project's newly added outcomes and outputs were incorporated into the results framework without any accompanying targets. Furthermore, these additions were not sufficiently reflected in the PIRs, as progress towards achieving them was not adequately assessed and rated in the PIRs.
143. Project reporting was the responsibility of the project management team but the implementing Ministry had broader responsibilities to assess the necessary feedback through organizing monitoring visits and periodic review. In addition, the project national team used to provide overall oversight responsibility concerning the need to revise any aspects of the Results Framework or the M&E plan. The Project Manager reviewed the quality of draft project outputs, provide feedback to the project partners, and establish peer-review procedures to ensure adequate quality of scientific and technical outputs and publications.
144. PIR templates were updated in 2021 and 2022 and information of specific reference to the MTR recommendations were lost. Of note, the MTR Recommendation 4 for individual PA PSC meetings was not embraced as proposed in the MTR, though if there was a specific request from an Entity for this to happen, then UNEP agreed that efforts would be made to

accommodate this request. No direct evidence can be found that this recommendation was specifically taken up.

145. Regular monitoring and review of the project activities was carried out (Half Year Progress Reports for December 2017, 2018, 2019 and 2020 have been reviewed during this TE. Excluding the PIRs, most project documents were, however, produced in Croatian/Bosnian and not English. The PIRs were produced from 2016 through to 2022. Minutes the 5 annual PSC meetings (mostly written in Croatian with English conclusions) also address a range of topics that collective agreed decisions needed to be reached upon. The evaluation notes that no required priorities were given to assess the effectiveness of the PA endorsement/creation in line with its objectives and overall goal⁴⁸. The project could have, for example, emphasized this aspect of the knowledge gap so that adequate field-level evidence is generated and used in the decision-making process of PA planning and future management needs.
146. Good quality outputs have been produced throughout the project. One example that was constantly referred to during the evaluation was the “Role of Finance at the Canton Level” document which really appears to have helped to initiate discussion on how to mainstream biodiversity at the Canton level and from this to improve PA management into the longer term.
147. Risk management related project reporting is apparent, though arguably could have been more robust in nature. Information on risk management and sitespecific meetings was presented within the 2020 PIR though prior to this, risk matters were not updated since the PIF production in 2016. Risk management plans (as per MTR Recommendation 3) were included and embraced within specific PA Management Plans (mostly in Bosnian language). Of note at the start of the project, whilst UNEP were aware of the political issues facing BiH, the change in government did create issues and this were not properly addressed within the risk management strategy (register) as a specific Annex to the PIF.
148. With the increasing complexities of socio-ecological systems and their dynamics in the changing climate, unconventional robust monitor and evaluation systems would be needed not only to assess outcomes and impacts of the PA interventions but would also be equally important to develop strategies for addressing future biodiversity conservation related risks.

Rating for Project Reporting: **Satisfactory**

Overall Rating for Monitoring and Reporting: **Satisfactory**

5.8 Sustainability

5.8.1 Socio-political Sustainability

149. The socio-political sustainability of the project interventions are often influenced by broader contexts and external factors that are outside the programme’s influence. Therefore, understanding PAs in BiH requires an understanding that there are permanently distinct parts of the country which are under the jurisdiction of special laws⁴⁹. In this regard, Component 1 of the project has created the platform from which project sustainability will be attained, though generating a degree of ownership within each Entity whilst infusing clear commitment needs amongst all relevant stakeholders that is needed in the future. Once established through an existing proclamation process, PAs will then be subjected to the development of their own sustainability mechanisms, such as their own management plans or linked to more

⁴⁸ Mt Orjen PA team did produce Annual Reports which get sent to the Institute and then to the Ministry of Urban Planning and Economy

⁴⁹ Jurisdiction over proclamation also entails responsibility for financing a PA. This fact creates an internal conflict in the need for the protection of nature, because the decision-maker provokes a certain fear of the responsibility that with the existing capacities will not be able to respond to the financing obligations.

strategic Canton/Municipality level Spatial Plans this leading to a pathway for self-sustainability. Many of the project interventions are designed to support larger planning processes that are (hopefully) going to continue beyond the projects scope and timeline.

150. The start of the project (2016) arguably started at an awkward time, as the country was in a poor economic state and with an embryonic institutional arrangement structure. However, the project has demonstrated that despite the political administrative challenges that face FBiH (less so in RS) that efforts can be made at the national level to move biodiversity conservation and protected area management forward. The project has also shown that all parties (including political ones) can attempt work in partnership to achieve the common goal of PA and biodiversity conservation improvements.
151. Importantly, the project has provided some good experience (notably through the Valorisation process in Component 1) which can be either promoted with additional support in the same sites or the lesson drawn from this project can be used in other potential PA sites. The visits made during the TE has noted that there is now impetus for a sustained approach towards implementing the PA network in place and there is evidence of continuity through the new UNDP project on Sustainable Recreation in PAs (2023).
152. Finally it is observable, however that Cantons and Municipalities (in addition to Entity level Spatial Plans) need to ensure that biodiversity matters (PAs) are incorporated into specific plans (see Recommendations section). Thus, a policy framework at national level to sustain the project's achievements and lessons learned beyond the project expiry period now needs to be better conveyed. The vehicle for this is likely to be through a formal State level Spatial Plan (or equivalent). Neum Municipality, as an example, have agreed that there is a need for a broad and formal Coastal Management Plan that links to the Municipality Spatial Plan. This would provide a better focus than designing a specific PA for Neum into the future due to challenges over private land ownership coupled with the inevitable need to nurture a sustainable tourism product into the future.

Rating for socio-political sustainability: **Moderately Likely**

5.8.2 Financial Sustainability

153. Respondents repeatedly expressed concern about the lack of adequate financial resources for sustaining project outcomes. The projects legacy has not demonstrated a clear increase in biodiversity monitoring budget setting. No budgets are set to ensure these institutions remain sustainable into the future. In RS, the institutions need to set their own budget lines to try to accommodate budget lines for monitoring which really isn't enough to do a good job. There is a need to enhance the project findings and improve how best to replicate the approach to apply and gain support for future funding needs (individually and nationally). There is also a clear need for a working finance system for biodiversity which needs to be developed in general if PAs in BiH are to become self-sustaining.
154. Financial sustainability will largely depend on funding from national budgets, international biodiversity or PA related financing streams and initiatives of other external donors and regional institutions, as the project design did not propose specific strategies for self-financing in the post-project period. It is thus important that any follow-up phase is designed and implemented as soon as possible before the momentum built by the project is lost. For example, the 2014 Red List IUCN data that was originally collated is based on international sources and no new field data collection is being budgeted for nationally and additional budget is needed for this.
155. Only one protected area in BiH, National Park Una, managed to have positive cash-flow for the last three consecutive years. Overall, the current funding levels barely close the PA staff salary, and the majority of PAs is already understaffed. The conservation measures are often funded only through extrabudgetary allocations, third party-led projects or international assistance.

The majority of PAs, including some nature parks and natural monuments, still have not introduced visitor ticketing or other income-generating practices and a significant number of PAs (particularly cat. III-VI in the entity of Republika Srpska) exist without any funding allocations⁵⁰. Therefore, efforts are needed to increase the financial health of country's PAs and strengthening the own income generation through sustainable tourism development would have multiple positive effects on both conservation efforts in PAs and sustainable post-pandemic recovery of country's economy.

156. In summary, resolving financial sustainability matters into the long term therefore remain the core challenge to long term success. Opportunities for financial sustainability, however, remain extremely variable according to each Entity and includes commitments of long-term investment that are needed by inter alia government departments, universities, community organisations and private land owners. Future donor-funded projects should therefore focus on demonstrating successful PA management which would invariably entail a strong focus on ecology, horticulture, sustainability (in different socio-economic contexts) and collection/publication of rigorous scientific data. This was (in part) addressed within the "Financial Innovation Strategy Report" that the project produced to help convey strategies and options for future livelihood diversification within PAs (plus how to source funding to support biodiversity). Discussions with Canton 10 however implied that these important documents were not well distributed and hence messages digested and communicated to key communities/groups etc⁵¹.
157. To make this product sustainable into the long term, enhanced budgets needed to be secured through the GoFBiH (including RS) so that key agencies may continue using this system post project closure which doesn't appear to happening upon consultation with key stakeholders.

Rating for financial sustainability: Moderately Unlikely

5.8.3 Institutional Sustainability (including partnerships)

158. A regularly raised challenge by many interviewees relates to the fragmented nature of government authorities (up to 14) with potential responsibilities for PA designations. The administrative set up of FBiH is inherently complex and as a result, required strong project management to effectively ensure project delivery against intended targeted outcomes. The proclamation of PAs actually stills remains very politically challenged and hence influenced (and influences) the long term sustainability of the projects intended outcomes.
159. Regardless, the project has achieved its objective of making a case for enhancing the PA network in BiH. The national, regional and local policy makers and technical staff who were involved in capacity enhancement activities in the selected PAs have increased confidence in the purpose of the project. The support that was being given through Component 1 in particular proved fundamental towards improving the enabling environment, organizational strengthening, strategic planning and understanding of PAs and the important drivers to better mainstream biodiversity conservation principles in BiH. Academia (tertiary sector) also were better involved as they were key experts offering support throughout the valorisation process.
160. Institutional partnerships that have been created (with support from the project) will certainly contribute positively towards delivering institutional sustainability. Within the RS, there has been particular benefit from creating a strong relationship with Public Forest Enterprise (PFE). With respect to the ownership structure, according to the data obtained from the Second National Forest Inventory, 70% of the area is state owned and run by Public Enterprises, while

⁵⁰ Given the current number of visits, the baseline tourism offerings in the PAs, and the low growth trends for most of the PAs in BiH recently, a level of self-sustainability will be difficult to achieve in most PAs in the next few years without investing in content that will attract more visitors. Yet the PAs of BiH have a great potential to be the generators of local sustainable development, especially from the aspect of the sustainable tourism offer.

⁵¹ This was the case for Canton 10 but perhaps applies to others as well (not interviewed).

30% is privately owned. PFEs are now the main managers of PAs in RS and in fact represent a real success story in terms of initiating stakeholder engagement and then promoting effective implementation of PAs in RS in particular. RS also amended its PA law (2014) to better mirror the approach being adopted in FBiH through the use of vehicle registration fees to help fund PA management issues (polluter pays principle). This actually presents a very good example of how learning through partnerships can be used to replicate specific activities for the common good of biodiversity conservation.

161. The role of the Institute for Protection of Natural-Historic and Cultural Heritage of RS has proved to be a pivotal factor in the projects success. Coupled with this, the more straight forward administrative structure of the RS meant that the possibility of success within RS was to be more visible, and this proved to be so. Jurisdictions clearly shows that the Institute (in RS) are the “owners” of the projects intended outcomes, but this same ownership matter was not clear (through laws/jurisdictions etc) in FBiH. The Institute was able to enhance its coordination and partnership skills as an organisation through the projects duration, although they would have preferred to have more capacity to deliver more biodiversity related field work. The closest equivalent to the Institute in RS is the Environmental Fund (in FBiH) (a state non-profit organisation). It is the view of this evaluation that new assessments should be proposed to review its institutional capacity and arrangements to help replicate the responsibilities and mandates of the Institute to cover FBiH (potentially through the Environmental Fund – see Recommendations). The Environmental Fund of FBiH is responsible for collecting and distributing funds with the main goal of improving the state of the environment in the FBiH. In accordance with its legal and sub-legal obligations and documents, the Fund conducts open calls every year. Since its establishment in 2010, the Fund has conducted 19 open calls. Each open call has several LOTs covering the main sectors of the environment in the FBiH⁵².
162. In general, stakeholders state that there has been overall improvement in understanding of the projects interventions at the local level. Local communities became better engaged in the project thanks to support and role of local NGOs. However, the sustainability of PAs continues to remain a constant institutional challenge especially if PAs are selected where forestry and economic industry are in direct competition with each other, with competing objectives⁵³. Tisina PA represents a good example of the work that CZSS completed (as part of this project) to address this competing sector challenge by creating participatory focused management plans for respective PAs.
163. Through developing effective management capacity (especially through Component 2), the likely sustainability of project results is hoped to continue, though there is limited evidence of training events occurring after the project has ended. For example, the PA Managers Day represented the first innovative intervention of the project, which aims to create a network of managers, through the exchange of knowledge and experience. The Day was set up after conclusion of the MTR (2019) and the event was planned to be held once a year. The UNEP team, during the project duration, helped to organise these days three years in a row, with cutting edge topics and lecturers from the region. This helped to embrace PA Managers from Croatia to disseminate their knowledge and experiences (METT etc). This network of managers has defined for the first time, a significant expert body of PA managers in the

⁵² One of the sectors covered by open call LOTs is nature in FBiH (and BiH). Through the single open call, a pre-determined amount of funds is reserved for nature. So far, more than 2.5 million BAM have been implemented in programmes, projects and other activities for the improvement of nature protection in the Federation of BiH. It is currently using the CHM to help communicate PA progress to the European Environment Agency (EEA) whereby shape-files are being sent to the EIONET programme and uploaded in the EEA website which shall link to a European wide database of PAs as part of the 2021-2030 Joint Strategy.

⁵³ The management of National Parks remains more of a problem in BiH as this requires new legislation to be set out (when compared to the management of PAs).

country. Through the Capacity Needs Assessment work⁵⁴, relevant information for decision makers at the highest levels has been prepared for a range of different administrations. Through such information, mobilization of domestic and foreign resources for conservation of nature is hoped to be initiated into the coming years. Although the PA Managers Day was a success, it is currently now unclear (since the end of the project) who is responsible for sustaining momentum for this event.

164. In spite of the above observations, there are various aspects required in order to make the project more impactful and institutionally sustainable. The MTR (Recommendation 9) for a separate Informal Scientific Advisory Body (ISAB) was not embraced or adopted. This was because the time required for this to set up (for both Entities) would not add sufficient value to support Component 3 within the remaining programme of the project. Also, the fact that no single “system” was created (as originally planned) meant that it would require two separate ISABs to be created to represent each Entity. The national preference to have two separate systems was a clear mandate that UNEP needed to accept. The potential for an integrated system into the future (at State level) may need future detailed consideration (see Recommendations).
165. There remains a generic need in RS and FBiH to initiate new training programmes for decision makers on PAs plus climate financing options, techniques and deliverable models. Capacity building of PA managers is deemed essential to make them more proactive in fund raising, networking with other PAs and replication of good practices, extending tourism offers, connecting with local communities, schools etc. Cluster Una Sana could be one good example of how local community develop and diversify its touristic offers to the nearby National Park at Una (see Recommendations).
166. Finally, the project undoubtedly has made good strides on the policy/legislation with reference to biodiversity conservation through the use of PAs, the sustainability of results achieved also depends on the continued support from the government, including within each Entity, to support facilitating both technical and institutional aspects (completed through the project) by being able to continually document the role that PAs can offer to local communities. This needs to be better integrated into the local level and State level plans (Municipal/Cantonal etc). Similarly, an improved emphasis is needed to make the economic case for PAs to help to upscale PAs in the context of a financially sustainable “network” of effect sites for all. In fact, more effort was needed towards the end of the project on how the Municipalities/Cantons etc could apply the key outputs of the project (CHM, biodiversity monitoring system etc) and how future project proposals could be written to build upon the key successes of the project, namely an exit strategy with a clear institutional component to it (see Recommendations).

Rating for Institutional Sustainability: Moderately Likely

Overall Rating for Sustainability: Moderately Likely

5.9 Factors Affecting Performance and Cross-Cutting Issues

5.9.1 Preparation and readiness

167. There still remains a degree of mistrust in both Entities (though arguably more so in FBiH than in RS), on PA related matters as these are often deemed to stand in the way of economic progress. With FBiH being more decentralised, and with no umbrella spatial plan being

⁵⁴ Capacity Needs Assessment (MTR Recommendation 6) was completed by CENER21 in Bosnian language, though with no summary in English to convey key messages. This was later interpreted with support from the local UNEP office during the TE (April 2023).

adopted (or even in place), sadly nature conservation (as a focal sector) is not yet placed as a priority.

168. According to interviews, the reason for this is the opinion that cantonal and/or federal proposals and solutions do not often include local economic and developmental needs, including the right to plan for the economic betterment of land. In addition, a local appreciation about land values within an area is often awry and was not well addressed (readiness) ahead of the project starting.
169. Some issues arise pertaining to the legislation readiness of BiH to deliver the expected outcomes (i.e.: proclamations etc) of PAs. Importantly, Article 36 Amendment to the Law on nature protection is connected to Article 145 of current Law from 2013 and hence all details are present to identify the stepped approach towards setting up PAs for Canton and Municipalities (whom often seek to pursue tourism development within PAs⁵⁵). As an example of this, the coverage of the new PA in the Bjelašnica kompleks remains undefined to this day. Delays in decision making occurred at times due to a poor relationship between areas of importance for FBiH, compared to areas of importance at the Cantonal level as often, these are not clearly articulated within the majority of existing spatial plans (at both Cantonal and Municipality levels)⁵⁶.
170. In terms of project readiness, it experienced some early delays with regards to implementation and selection of agreed PA intervention sites within the two Entities which was not helped by an initial lack of clear or shared understanding of project roles at the beginning (preparation and readiness issues) within each Entity. A lot of time and effort was invested into clarifying their roles and responsibilities and making an agreeable workplan together. Corrective measures and capacity building were however, well implemented by PMU continuously throughout the project, which was effective and allowed the project to be successfully executed.

Rating for Preparation and Readiness: Moderately Satisfactory

5.9.2 Quality of project management and supervision

171. Some delays were noted along with issues surrounding financial disbursements. The approach adopted by UNEP was to divide their role between the regional (Vienna office -which is a branch of the Geneva office) and a team within the National (Sarajevo) office. They did (as a regional office) have limited experience of being an Executing Agency. In spite of this, the Vienna team (who did lack operational and capacity support) still managed to work effectively on both technical and political levels to ensure a successful management framework for the project to build upon (now operate to service GEF projects through engagement of a G7 Finance Assistance). The local field support from the Sarajevo Office have received a number of good accolades with regards to their supportive work throughout the process. They were in charge of day-to-day management and committed staff were engaged to ensure a smooth project delivery process.
172. UNEP Project Manager (and the Local UNEP and Regional Europe Office team) appeared to have been respected and supportive throughout the project, helping to set up a Board which included (amongst others) the IUCN Ramsar sites. The Country team in particular deserve acclaim in being able to regularly engage with stakeholders in both Entities on a regular basis⁵⁷. UNEP was consulted on all aspects during the implementation of this project and

⁵⁵ FBiH does not have a law on forests which is affecting performance of PAs in certain areas where forestry is a key economic contributor of a specific Canton/Municipality in FBiH.

⁵⁶ The local community insists on the implementation of the Cantonal spatial plan instead of the spatial plan of SRBiH (1981 – 2000), which remains in effect until new Entity Spatial Plans are passed.

⁵⁷ At the start, it is believed that the PMU were (at times) having to manage multiple parallel (similar) projects and delays were noted especially on financial related matters (IMOJA system problems etc).

remaining fully informed of all activities through technical progress reports and financial statements. UNEP staff (Vienna Office and the national office in Sarajevo) were also invited to actively participate in all technical and policy workshops related to the project in BiH, so that they could provide useful guidance, inputs and contributions to ensure the successful implementation of the project. UNEP also played a good supportive and passionate role in supporting the project and maintained a good relationship with the Ministry of Environment and Tourism (FBiH) who also housed the CDB Focal Point.

173. Of note, a key recommendation from the MTR was a request to increase PSC meetings (Recommendation 2), though this was not implemented in totality. In the view of the evaluator, this approach is justified. Each Entity must follow due legal process and so increasing meeting frequency needed to be accounted for within Entity budgets (as also applies to UNEP). Instead of increased meetings, the actions became more targeted to propose an improved level of transparency that members could deliver against. Hence meetings were kept as being annual and not bi-annual as recommended. UNEPs presence at PSC meetings was pivotal and so due to budget constraints (which includes travel and salary costs plus being in line with experience from COVID travel restrictions), meetings were agreed to remain as being annual.
174. With specific reference to the need for improved collaboration with key stakeholders, this evaluation notes the significant time and effort that was expended/invested by the PMU and local implementing teams (such as CENER21) into clarifying their roles and responsibilities in order to make an agreeable and collaborative workplan within both Entities. Significant supervision and support was therefore needed to help engage and communicate with FBiHs bureaucratic procedures to help solve the administrative (and technical) challenges faced by the project especially in the first half of the project. Collaboration between UNEP and WWF Adria also contributed to the quality of project activities. For example, a Managers Survey was designed to capture views from PA Managers on current managerial issues and financing shortfalls etc. This "Surveys of Managers" approach proved to be a positive exercise engaging some of the key PA Managers not only in BiH but also the wider region (Croatia etc).

Rating for Project Management and supervision: Satisfactory

5.9.3 Stakeholders' participation and cooperation

175. The project can, in general, declare a good level of stakeholder engagement and community ownership. From the various interviews conducted during the TE, it was evident that the project has addressed local needs, and supported communities (inside and outside of PAs) who are interested in supporting the outreach messaging that is associated with PA establishment and their future management needs. The evaluation also concludes that project beneficiaries were satisfied with the project activities and interventions carried out.
176. It was also noted that an improved level of public awareness on PA related matters (and biodiversity) remains present at the local level although local community involvement was difficult early on in the project as often they did not see the benefit of nature conservation plus it was deemed as an expensive approach to land management at a time when budgets for continued and sustained support to make it work was low (post war etc). Early on in the project, a typical "top down" approach was adopted to PA design and as a consequence of this, communities became reluctant to be engaged and suspicious of the process. However, through effective participation, the PA "message" has really helped to move the away from old ways of thinking and the process is much better understood.
177. A key success of the project fundamentally lay with the ability for the project to demonstrate knowledge transfer acumen that occurred as a result of the creation of the CHM and associated guides and training modules, which has proved useful for a range of outreach purposes. The website in theory is serving as a critical knowledge hub for the country,

although a new launch of its purpose and value is urgently required now that the project has finished.

178. This TE does observe, however, a continued lack of project information being conveyed from the PMU down to the Canton level, which is notable even though the MTR did propose this aspect should be improved upon. There are responses from stakeholders (from the TE mission) that the opinions of local communities (on the project) were not requested from stakeholders within Canton 10. Should such a request have been made from the PMU, then efforts would have been made to collate that information and views of villagers. This may not have impacted the projects outcome, but still it remains an observation for future project designs to consider. Of relevance here is that engagement of staff at the Canton/Municipality level remains at the discretion of the Govt as the project needs to follow existing Entity engagement related rules despite the challenges and problems this may bring a project (in terms of committed engagement etc). Of importance to note, both a municipality (case Bjelasnica, Livanjsko) and/or a canton government (case Mt Zvijezda) can delay (or even stop) the PA designation process⁵⁸.
179. A key recommendation from this TE analysis is that there should continue to be meaningful engagement with local communities and stakeholders (after the projects conclusion) to encourage for sustained monitoring and maintenance of project gains (see Recommendations in Section 6.3).

Rating for Stakeholder participation and cooperation: Highly Satisfactory

5.9.4 Responsiveness to human rights and gender equity

180. The identification and prioritization for the creation of protected areas took gender considerations and socio-economic factors into account to validate benefits and improve livelihoods for vulnerable groups as much as possible. Whilst gender and social inclusion (GESI) was important (and remains so), it was not a pivotally focused aspect to consider at the project outset in 2016 (or specifically requested by GEF). Despite this, positive GESI issues can be easily demonstrated⁵⁹. The project aimed to ensure the participation of women in the interventions wherever possible. However, there were no gender related specific indicators and targets in the project result framework. Similarly, there was no element related to human rights.
181. In terms of gender composition of team members, the Project Steering Committee has 50% members that are women (Federal Ministry of Environment and Tourism, Ministry of Spatial Planning, Civil Engineering and Ecology of RS and the Ministry of Agriculture, Water Management and Forestry of RS). The project team has also 50% of the team comprised of women which includes important decision making level positions (project assistant, capacity building consultant, natural resource manager, GEF coordination specialist).
182. Attempts were made to embrace GESI matters via training though this proved difficult to respectively inculcate these messages into the work plans. CENER21, for example, carried out a separate socio-economic analysis to help ensure a gender balance (and associated strategic policy) was adopted and promoted. This was useful to help communicate gender and social matters of PAs to Cantons and Municipalities. Importantly, the Valorisation process set out clearly the approach needed for PA design, and so all gender related matters fell automatically within the national approach⁶⁰. A missed opportunity however appears to have

⁵⁸ Local Municipalities have the power to proclaim PAs though often do not have the understanding or capacity to do so

⁵⁹ The "Brave Women" (Blue Heart movie) example from the Kruscica River demonstration against the construction of a HEP provides testimony to the power of women on such matters. About 200 villagers and neighbours blocked passage to the bridge, forcing construction workers and their machineries to retreat.

⁶⁰ Matters relating to nature protection, at the local level, often result in women leading the process and from this, command a status in the community on such matters, thus enhancing their position within the local council structure.

arisen in that the youth and local students were not actively engaged in PA selection process early on into the project.

183. Although the human rights issue was not mentioned in the CEO Endorsement, the evaluation noted that there were no issues raised by the stakeholders and beneficiaries that the project violated human rights in the PA selected sites. Where the project needed to be conducted on private land the rights of the proprietor were respected and extensive consultations were undertaken using individual and group meetings with stakeholders, including those who were finally not directly involved in boundaries of specific PAs. The project also included inception workshops to discuss, validate and guide the human rights related issues from the beginning. For the meetings, trainings and conferences, the participation of women out of total number was about 60%. However, most of the protected areas managers are male (89%).⁶¹
184. Finally, there remains a good opportunity in the future to better embrace gender within specific project components that target the role of women in specific PAs⁶². As the project outcomes are quite national in focus (setting up PAs, capacity building and monitoring systems), future project designs may be able to introduce gender specific indicators targeted at Cantons and local communities within PAs. This level of detail was not however the intention at the outset of the project.

Rating for Human Rights and Gender Equity: Moderately Satisfactory

5.9.5 Environmental, social and economic safeguards

185. No formal reference to donor specific safeguards were captured through this terminal evaluation process. Regardless of this, the project activities have not been impacted upon by failure to deliver against internationally acknowledged environmental and social safeguards or related issues.
186. Taking a view on the comments made in the latest PIR (2021-2022), this evaluation agrees with the statement that environmental and social safeguards and responsive measures were considered from the project start with the initial identification of the relevant types of risks associated with the project. Certainly, environmental and social benefits were promoted throughout the project which not only enhanced the PA network in BiH to more effectively conserve key species, habitats and ecological processes, but also to boost the local development in the communities and therefore enhance the rural development.
187. The project aimed at scaling up of successes of existing protected areas in BiH and addressing the described shortcomings in biodiversity management in BiH. This has been done by reassessing the PA network in BiH through establishment of new PAs that cover more vulnerable ecosystems with high natural values and through extension/improvement of existing ones to better address growing pressures on biodiversity. The project has built capacities of the responsible conservation and PA institutions in BiH to provide a more enabling environment for the planning, management and monitoring of the PA system in the country.

Rating for Environmental, social and economic safeguards: Satisfactory

5.9.6 Country ownership and driven-ness

188. Country ownership goes beyond Government capacity levels and knowledge management success is more often linked to the need to promote a “bottom up” approach to biodiversity conservation, not “top down”. That said, the use of existing government institutions and structures (involvement of national technical experts) in project implementation has

⁶¹ Taken from the 2021-2022 PIR.

⁶² The key issue currently relates to the fact that land within PAs is still mostly owned by men.

supported country ownership. Capacity enhancement activities were based on the needs of all stakeholders in BiH (within both Entities), and this fundamentally has supported a broader country ownership and acceptance of its importance.

189. Political administrative issues and challenges facing FBiH will not go away. It is therefore important to use projects such as this to highlight some of the key opportunities to better engage, cross fertilise ideas and demonstrate good performance between RS and FBiH wherever possible. Despite the best efforts of the project, biodiversity matters still do not remain as a priority sector in BiH due to ongoing national economic challenges especially since the Covid-19 pandemic. The benefits of biodiversity is clearly presented within the CHM website but that site is now (since the closure of the project) not easily visible to key decision makers anymore now that the project has finished.
190. An indirect issue relating to country ownership is that not all legislation (sector related) is aligned to support PA management. Separate pieces of legislation exist for forestry, fishing, nature protection, mining etc. The RS 2014 law just focuses on the mechanisms for setting up a PA, but no supporting implementation guidance on how to manage particular deleterious activities. By-laws do exist to attempt to address these matters (e.g.: hunting regulations etc).
191. What is still missing, at the State level, is clear political ownership of biodiversity and PA related matters. Ownership at the Canton and Municipality level remains critical as this means that a long term commitment can be reached to ensure that biodiversity matters can be mainstreamed into Canton and Municipality level Spatial Plans that then relate to the State Level Spatial Plan (see Figure 5.1).

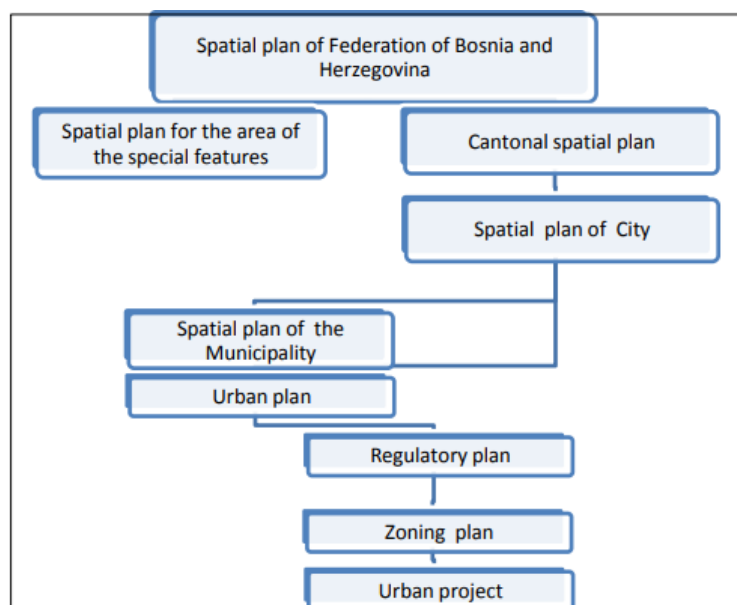


Fig. 1. The level of planning, types of plans and relations between plans

Figure 5.1: The level of planning, types of plans and relations between plans in BiH (source: Korjenic, A (2015), *Acta geographica Bosniae et Herzegovinae* (3) pp33-52)

192. Adding to the challenge is that there remains limited capacity to deliver the PA process. Within RS (Institute of Natural Historic and Cultural Heritage), only 7 staff currently exist whereas 13 years ago, the team build their knowledge around field work. Today, taxonomic data collection is undertaken by others and the institute does not collect the data themselves. They have no capacity to undertake data collection work as they often don't have the equipment (no purchase of kit such as cameras was included in the project design for example) to help with monitoring, despite the law clearly stating that they are responsible for monitoring.
193. Finally, and as mentioned earlier, evaluation interviews suggest that funding for biodiversity monitoring has not been secured for the future despite the best efforts of the project to encourage budget lines to be increased to support the continuation of the projects results.

Stable finance sources are very important and key for the effective functioning and management of PAs. Environmental protection funds collected fees on air and water protections and redistributed the parts of collected funds for projects related to air and water protection, but there are no funds for biodiversity except public calls for applying the projects. The majority of funds (in FBiH only) are collected through obligatory vehicles registration and these funds (70%) are redistributed to cantonal governments namely for environmental protection but there is no transparency on spending of these funds neither feedback reports to environmental funds on it. This is placed in FBiH law and efforts are being made to replicate the regulation within the PA law for RS.

Rating for country ownership and drive-ness: Satisfactory

5.9.7 Communication and public awareness

194. The projects outreach approach (using workshops for schools and associated messaging) represent good examples of successful communication methods that were used (e.g.: "Future Protected Areas" school programme). Likewise, the PA Managers Training Day proved to be a very effective and useful to help communicate regional good practice. This meeting was held in Canton Sarajevo and in Bihaj in 2022 and was run by the Una Management Park. The event proved valuable to connect with other PA Managers plus also for Managers to discuss with Donors about potential "follow on" projects (UNDP 2022).
195. That said, a key finding is that there was an underestimation of the amount of time required to devote to outreach and message communication is apparent in the Project Design (see Section 5.2). Based on this, it is apparent that more time needed to be built into the project design stage which may have been beneficial to ensure that Cantons, Municipalities and local communities genuinely understood the principles of the project and the importance of mainstreaming conservation and biodiversity into the mind-sets of decision makers.
196. Public awareness at the local level on biodiversity conservation and PA related matters was identified as an important factor for the project success and this was achieved through: i) on-the-ground training; ii) the use of local media; and iii) engagement through workshops. The project also conducted education and awareness-raising activities at the PA sites. A key finding from this evaluation is that maintaining momentum on PA creation is critical, especially as some stakeholders have declared that this whole issue is essentially being politically driven. To this end, the project adopted where possible a participatory approach to planning and implementing project interventions.
197. Another finding is that awareness of biodiversity matters is often diluted by the use of different terms (ecosystem service/"provisions for the people" etc). The outreach and communication strategy attempted to address this issue and hence was implemented throughout the project's duration using regular project updates, stories and highlights that were disseminated through relevant newsletters and platforms, using simple language where possible. The RAPPAM approach⁶³, for example, was used to better engage all PA managers which worked well along with the effective use of infographics where possible (instead of using words). Training materials written in local language⁶⁴ were distributed to communities at the PA sites to increase public awareness of generic benefits of protected area management. CENER 21, for example, used a range of engagement and communication techniques to engage and make effective use of a series of Working Teams (mapping, forestry etc) to help convey the project message better.

⁶³ https://wwf.panda.org/wwf_news/?6502/RAPPAM-Methodology

⁶⁴ Most project documents were produced in Croatian/Bosnian and not English thus diluting the wider upscaling potential of the projects outputs to a wider audience.

198. Specific details of all project reports, outreach materials and publications are presented in Annex IX.

Rating for Communication and Public Awareness: **Satisfactory**

Overall Rating for Factors Affecting Performance and Cross-Cutting Issues:

Satisfactory

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

199. Overall, the project demonstrates a rating of 'Satisfactory'. A number of strategic observations are presented below which are elaborated in Table 6.1 which provides a summary of the ratings and findings discussed in Chapters 4 and 5.
200. Strengths: The project identified and addressed a genuine need for a nationwide PA network and biodiversity management information system that aligns with national obligations. It directly tackled capacity constraints and opportunities for improving the implementation of PAs at a national level.
201. The project achieved all of its output targets with many to a high standard. Overall, beneficiaries expressed satisfaction with the activities and quality of the achieved outputs. Importantly, the degree of cooperation between RS and FBiH has proven to be quite as efficient as possible thanks to a good level of continued engagement throughout the project. Therefore, it may be concluded that the legacy of the project is that a sound platform for PAs is now set up (legislative and administrative) so that reliable systems may be set up for decision makers into the future. Project has set the platform and information baseline to consider new approaches towards livelihood economic diversification in PAs.
202. Weaknesses: The project did not anticipate essential risks to project performance, such as long-standing polarizing issues in BiH, financial risks to sustainability, lack of government ownership of PA matters, and start up implementation delays. Spatial planning does not exist at the level of Bosnia and Herzegovina, whilst land management policy is set at the entity level. The statement applies to cantons and municipalities in the FBiH which has multiple administrative levels, whilst RS is more centralized. Similarly, it did not assess the vital capacities of BiH stakeholders early on (before the project start) or their commitments to the planned involvement on biodiversity reporting matters. The crucial project assumptions, related to high-level political commitment and government readiness to embrace biodiversity principle "ownership" at the Canton and Municipality level were missing such that long term commitments on biodiversity matters may not be realised for effective mainstreaming into Canton and Municipality level Spatial Plans (and then communicating to State Level Spatial Plans).
203. More time needed to be built into the project design stage which may have been beneficial to ensure that Cantons, Municipalities and local communities genuinely understood the principles of the project and the importance of mainstreaming conservation and biodiversity into the mind-sets of decision makers. Linked to this, what appears to still be missing at the State level, is clear political ownership of biodiversity and PA related matters. The project also did not have a clear exit/phase-out strategy, and hence systemic solutions to ensure sustainability were not robustly put in place.

6.2 Summary of project findings and ratings

Table 6.1: Summary of project findings and ratings

Criterion	Summary assessment	Rating
Strategic Relevance		Highly Satisfactory
Alignment to UNEP MTS, POW and Strategic Priorities	Aligned to all relevant biodiversity related priority programmes is evident	Highly Satisfactory
Alignment to Donor/Partner strategic priorities	The project is aligned with GEF's Biodiversity Focal area strategy, Objective BD-1 (and supporting outcomes)	Highly Satisfactory
Relevance to regional, sub-regional and national environmental priorities	Relevant to regional, sub-regional and national environmental priorities (including SDGs Agenda 2030).	Highly Satisfactory
Complementarity with existing interventions/ Coherence	Component 3 was designed to complement the work already designed in cooperation with the Open Regional Fund for South eastern Europe - Biodiversity (GIZ).	Satisfactory
Quality of Project Design	The project's design was structured to purposely optimize prospects for achieving the sustainability of the PA network. An underestimation of the amount of time required to devote to outreach and message communication is apparent in the Project Design	Moderately Satisfactory
Nature of External Context	No political unrest or social upheaval/conflict (military or civil) during the project implementation period in BiH that directly affected project outcomes	Favourable
Effectiveness	(see points below for rating justification)	Satisfactory
Availability of outputs	This evaluation labels the project as being effective in terms of activity and output completion. The project proved to be effective in terms of its ability to encourage and initiate collaborative efforts with other initiatives and partners to support output production.	Satisfactory
Achievement of project outcomes	The project has achieved all the targeted outcomes within the approved budget, adopting a strong biodiversity related science base throughout its duration. For Component 3, enhanced budgets needed to be secured through the GoFBiH (including RS) so that key agencies may continue using this system post project closure.	Moderately Satisfactory
Likelihood of impact	A continued lack of resources (human and technical), and a responsible institution (FBiH) the federal level coupled with continued challenges in both horizontal and vertical communication between actors make it difficult to fully assess the achievement of project impacts	Moderately Likely
Financial Management	(see points below for rating justification)	Satisfactory
Adherence to UNEP's financial policies and procedures	The project adopted the available resources within the United Nations to help guide (at the outset) the principles of effectiveness, efficiency and economy (UN Financial Regulations and Rules, 101.1).	Satisfactory
Completeness of project financial information	All project reports reviewed during the evaluation indicate that there were no major issues and the project provided regular and adequate financial reports. Some stakeholders mentioned that there were some issues raised on support needed on training or solid examples on how to produce a meaningful financial report.	Moderately Satisfactory
Communication between finance and project management staff	Through regular communication with the PSC and the meetings, project financial issues appear to have been addressed in a timely manner. However, it was known there were administrative problems in financing of project activities during the first year of implementation.	Satisfactory

Criterion	Summary assessment	Rating
Efficiency	The project delivered its outputs on time. There were some changes in activities and timeline but overall, the activities were implemented as planned.	Satisfactory
Monitoring and Reporting	(see points below for rating justification)	Satisfactory
Monitoring design and budgeting	The project had an inbuilt monitoring design and budgeting which functioned moderately well, through the audits, discussions with local and international executing agencies.	Satisfactory
Monitoring of project implementation	Core Indicator expected results have been achieved (or exceeded). Monitoring team visits to the project sites were conducted involving, government officials, PMU, and local leadership (Canton/Municipality etc).	Moderately Satisfactory
Project reporting	Regular reports submitted on the project which the PSC reviewed	Satisfactory
Sustainability	(see points below for rating justification)	Moderately Likely
Socio-political sustainability	Many of the project interventions are designed to support larger planning processes that are (hopefully) going to continue beyond the projects scope and timeline. However, there is now impetus for a sustained approach towards implementing the PA network in place and there is evidence of continuity through the new UNDP project	Moderately Likely
Financial sustainability	The projects legacy sadly has not demonstrated a clear increase in biodiversity monitoring budget setting. No budgets are set for ensure these institutions remain sustainable into the future. Likewise, no exit strategy was set up.	Moderately Unlikely
Institutional sustainability	The administrative set up of FBiH is inherently complex and as a result, required strong project management to effectively ensure project delivery against intended targeted outcomes. The proclamation of PAs actually stills remains very politically challenged and hence influenced (and influences) the long term sustainability of the projects intended outcomes. Regardless, the project has achieved its objective of making a case for enhancing the PA network in BiH.	Moderately Likely
Factors Affecting Performance	(see points below for rating justification)	Satisfactory
Preparation and readiness	The project experienced delays with regards to implementation and selection of agreed PA intervention sites within the two Entities which was not helped by an initial lack of clear or shared understanding of project roles at the beginning (preparation and readiness issues) within each Entity. A lot of time and effort were invested into clarifying their roles and responsibilities and making an agreeable workplan together.	Moderately Satisfactory
Quality of project management and supervision	Some delays were noted along with issues surrounding financial disbursements. The approach adopted by UNEP was to divide their role between the regional (Vienna office -which is a branch of the Geneva office) and a team within the National (Sarajevo) office. The Vienna team (who did lack operational and capacity support) still managed to work effectively on both technical and political levels to ensure a successful management framework for the project to build upon (now operate to service GEF projects though engagement of a G7 Finance Assistance).	Satisfactory
Stakeholders' participation and cooperation	The project can, in general, declare a good level of stakeholder engagement and community ownership. There should continue to be meaningful engagement with local communities and stakeholders (after the projects conclusion) to encourage for sustained monitoring and maintenance of project gains	Highly Satisfactory

Criterion	Summary assessment	Rating
Responsiveness to human rights and gender equity	The project aimed to ensure the participation of women in the interventions wherever possible. However, there were no specific indicator and targets in the project result framework. Similarly, there was no element related to human rights.	Moderately Satisfactory
Environmental, social and economic safeguards	The project activities have not been impacted upon by failure to deliver against internationally acknowledged environmental and social safeguards or related issues.	Satisfactory
Country ownership and driven-ness	The use of existing government institutions and structures (involvement of national technical experts) in project implementation has supported country ownership. Capacity enhancement activities were based on the needs of all stakeholders in BiH (within both Entities), and this fundamentally has supported a broader country ownership and acceptance of its importance. 175. What is still missing, at the State level, is clear political ownership of biodiversity and PA related matters. Ownership at the Canton and Municipality level remains critical.	Satisfactory
Communication and public awareness	The projects outreach approach (using workshops for schools and associated messaging) represent good examples of successful communication methods that were used. There was an underestimation of the amount of time required to devote to outreach and message communication is apparent in the Project Design.	Satisfactory
OVERALL PROJECT RATING		SATISFACTORY

6.3 Lessons learned

204. Key lessons learned from the TE are as follows:

Lesson Learned #1:	The project could have benefited from increased national coordination between the two Entities and various government agencies to ensure that project outputs and outcomes are protected from other state activities
Context/comment:	<p>Forming a protected area also requires the establishment of a public institution to manage it, which necessitates serious political commitment. In the case of RS, smaller areas were designated and entrusted to existing legal entities (which is not permitted by the federal law on nature protection). Another challenge is the lack of a specialized institution in the FBiH, like the Institute in RS. Consequently, an overriding observation from the TE analysis is that both Entities should seek to improve coordination of future State level projects, either through creating a State level Committee on Biodiversity Conservation (or equivalent), or through national CEOs, dedicated government structures or focal points. Adopting a simplistic methodology for PA proclamations is key but needs to be standardised between RS and FBiH as there currently is a different delivery modality being undertaken.</p> <p>A number of examples exist whereby significant delivery challenges remain regarding the proclamation of PA. In Livansko Polje, for example, there being 3 Municipalities which includes the Canton Ministry though it is the Canton Parliament that make final decisions on PAs. With no Spatial Plan in place for Canton 10 to feed into the PA proclamation process, efforts are thereby diluted. Therefore a lesson learned is that the projects design may have benefited from focusing on one perhaps Canton where a spatial plan already exists (and associated law is proclaimed). From this, targeted regulations/intervention activities may have been better promoted. Once the project was completed, it is essential for relevant ministry's to discuss what achievements have been made, how this aligns with Canton and Municipality Spatial Plans and from this, decide the types of activities that will be allowed within defined PAs.</p>

Lesson Learned #2:	Improved and more consistent change communication model is necessary on the importance of PAs to sustain and maintain project gains to date.
Context/comment:	<p>A more deliberate behavior change communication model should be included in project design to improve the likelihood of beneficiaries/users changing their behavior/attitudes on PAs.. A more comprehensive effort is needed (at all levels) to ensure that the message of the importance of PAs is improved upon and conveyed to all parties. The role of the UN is important here. UNEP and other donors should perhaps use their influence better (in FBiH especially) to make Canton and Municipality Governments aware of the importance of biodiversity before a project starts. Ensuring sufficient consultation budget is made available is also critical for project success in the future. Offering a focus on perhaps 1 or 2 PAs would perhaps be more suitable as opposed to proposing a large number of new sites.</p> <p>The new One UN reform is taking pace internationally yet it is not working in practice. However, the access to UNEPs Global Support down to the national (and regional) office level is missing. Improved mobilised access to key information on ecosystems, biodiversity and climate change that is of direct value to nations is needed, especially so in BiH. This will offer more support on the ground as the current huge knowledge portal that UNEP can offer is currently being lost or its impact significantly diluted. UNEPs potential role differs from that offered by UNDP and the national office role remains critical to ensure that specific advice can be offered on the “value added” nature of biodiversity. The centralised strategy that UNEP are presenting is not helpful to convey national (and regional) support unless tangible projects are underway. No core budget exists for country (or regional office) support. Vienna Office wishes to access more readily the UNEP Knowledge Portals to help transpose this excellent resource into supporting tangible projects.</p>
Lesson Learned #3:	Project implementation and development needs to be rigorous in its scientific baseline in order to generate valid and reliable evidence for PA intervention
Context/comment:	<p>The Valorisation process has proven a major success, as this was undertaken professionally and made use of the correct expertise in country (and within the Region). Biodiversity related information is key to the design of PAs and hence their proclamation process should always be founded by strong science and experiences. Hence, peer learning, research experience and biodiversity datasets (and supporting capacity to monitor biodiversity etc) needs to be further enhanced. Likewise, Government budget allocations need to be reviewed to ensure that a budget line is included to accommodate for biodiversity conservation planning into the future (financial sustainability – see Recommendation 6 below).</p>
Lesson Learned #4:	Having a more expansive monitoring and reporting approach for PA sites needs to be prepared early and revisited to assist in managing PA related projects. This could help mitigate risks, inform behaviour and maintain progress made during project implementation.
Context/comment:	<p>There is considerable variability amongst individual PA sites with regards to socio-economic and biophysical factors which may not be known at the beginning of the project. There were invasive plants, low survivorship of plants, human activities leaving rubbish, commercial activities (HEP etc) in some sites, which impacted significantly on PA site proclamations. An increased frequency of monitoring and reporting on PA sites in some areas could help identify and address challenges, where possible, to maintain and improve on progress made during the implementation of any project.</p>
Lesson Learned #5:	Biodiversity and PA related Projects and initiatives can benefit from increased cross-nation and regional scale exchanges. Such exchanges are effective in terms of knowledge sharing and important due to limited local PA implementation experiences

	and the need for upscaling, and/or policy making, to refer to successful experiences from a range of beneficiaries.
Context/comment:	<p>Knowledge exchange programmes/workshops were found to be effective platforms to share knowledge exchange (PA Managers Day etc). Effective use of workshops/programmes provides a platform to exchange experience and lessons from other practitioners and scientists from a wider PA community helping scale up interventions.</p> <p>Supporting this, the project could have benefited from a greater national awareness and prioritization of nature conservation issues. Basically, the larger the area, the greater the challenges in adoption. In general, the situation regarding the establishment of protected areas in FBiH is complex due to the absence of a comprehensive federal spatial plan and conflicts of interest between cantons and municipalities. Hence a targeted awareness programme was needed at the outset.</p>

6.4 Recommendations

185. Seven (7) recommendations have been derived from the TE as follows:

Recommendation #1:	Plan to initiate a targeted Phase 2 Project
Context/comment:	<p>A Phase 2 of the project would be worthwhile building on the successes noted to date. This can especially make immediate use of the Valorisation process which has been hailed a success. Future design of transboundary PA projects is needed, especially with Montenegro (towards Tebinje and Mount Orjen area⁶⁵). This may benefit from including important elements of spatial planning and implementation of new approaches towards livelihood economic diversification in PAs⁶⁶. New projects (GEF8) are being designed to this effect plus a new UNDP project on financing PAs through sustainable recreation and through this project, it is hoped that UNDP are able to build upon the good work that UNEP had started especially the possibility of mainstreaming and upscaling this projects work to better integrate activities at the State level (including potential 1 State wide information management system (Component 3). What is needed as a potential follow on "focus" is for UNEP to consider designing (in partnership with other donors) an improved Ecosystem Accounting related project that builds upon the work that is starting through UNDP (2022) but with a key focus on financial sustainability of PAs and the need to mainstream PA funding (biodiversity conservation) into national budget setting. This is needed as the country is responsible for maintaining PAs and hence more training on biodiversity and ecosystem accounting to Parliamentarians is required into the future to help sustain the work and impetus for continued PA development that has now started.</p> <p>Any future project (Phase 2) would be better focused to improve management of a few PAs as opposed to upscaling more PAs across the country. It would be better to allocated funds and time to making sure a few PAs are set up and managed properly. This would have much more impact in terms of outreach that having more partially complete PAs (all information that currently resides in the CHM/Biodiversity Monitoring System). Future protection of underground caves is perhaps a priority strategy as these features easier to protect that PAs that are open to damage from human access etc.</p> <p>Efforts to combine biodiversity conservation with climate resiliency and economic development can occur. New projects (GEF8) are being designed to this effect plus a new UNDP project on financing PAs through sustainable recreation and through this project, it is hoped that UNDP are able to build upon the good work that UNEP had started especially the possibility of mainstreaming and upscaling this projects work to better integrate</p>

⁶⁵ Another example of transboundary PA, can be examined as well on borders of Livanjsko field in the mountain Dinara, which "at the other side" of the mountain has already been proclaimed as National Park in Croatia

⁶⁶ income generation through sustainable tourism development would have multiple positive effects on both conservation efforts in PAs and sustainable post-pandemic recovery of country's economy

	activities at the State level (including potential 1 State wide information management system (Component 3).
Priority Level ⁶⁷:	Important Recommendation
Responsibility:	Donor agencies and the Govt of BIH (Partners)
Proposed implementation time-frame:	12-24 Months
Cross-reference(s) to rationale and supporting discussions:	Section 5.4.3 – “Achievement of Likelihood of Impact”

Recommendation #2:	Support the enhancement of a Federal Spatial Plan and supporting Cantonal / Municipality Plans to help mainstream biodiversity conservation and Protected Areas management
Context/comment:	<p>A Federal Spatial Plan must be updated to better inform the promotion of and the need for PAs. These are the catalyst for progress in terms of biodiversity conservation. Municipalities then must have their spatial plans in place that align with that of the Federation. Cantons also need to have their own spatial plans where biodiversity matters can be integrated within them – the importance of updating the BIM is then key here in addition to upscaling the valorisation process which has been a success. This should link to a series of State defined indicators agreed upon and monitored accordingly inline with the NBSAP). This is key as everything must be defined at the State level and not just at the FBiH and RS level.</p> <p>A review of Land Use in the State (RS and FBiH) is also required here as there is no common vision in place on land use change and where PAs fit within this overall discussion. This is linked to the political arrangements in place at Canton and Municipality level and hence a coordinated long term agreement to PA management will continue to be difficult unless dictated by State level intervention.</p>
Priority Level:	Critical recommendation
Responsibility:	Donor agencies and the Govt of BIH (Partners)
Proposed implementation time-frame:	12-24 Months
Cross-reference(s) to rationale and supporting discussions:	Section 5.4.3 – “Achievement of Likelihood of Impact”; Section 5.4.2 – “Achievement of Project Outcomes”; Section 5.8.1 – “Socio-political sustainability”

⁶⁷ Select priority level from the three categories below:

Critical recommendation: address significant and/or pervasive deficiencies in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of programme objectives.

Important recommendation: address reportable deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance might be at risk regarding the achievement of programme objectives. Important recommendations are followed up on an annual basis.

Opportunity for improvement: comprise suggestions that do not meet the criteria of either critical or important recommendations, and are only followed up as appropriate during subsequent oversight activities.

Recommendation #3:	Support and offer advice on increasing budgetary support for biodiversity conservation and Protected Area Management in BiH
Context/comment:	<p>A critical recommendation from this TE analysis is that there should continue to be meaningful engagement with all stakeholders (after the projects conclusion) to encourage for sustained monitoring and maintenance of project gains. A key finding is that although PAs were established in Outcome 1, there is now a desperate need to set up strategic financing strategies (supported by PA Management Plans) so that each PA has the opportunity to become more self-financing and hence sustainable long term. To this end, there is a need to continue to promote high-level political commitment towards implementing PAs ensuring that budgets to sustain their effectiveness are established into the medium to long term. This should include the drafting of appropriate legal documents and creation of high-level coordination mechanisms (partnership engagement agreements or similar) to help move such important commitment focused agendas.</p> <p>For this to be properly mainstreamed, an improved emphasis is needed to make the economic case for PAs to help to upscale PAs in the context of a financially sustainable “network” of effect sites for all. In fact, more effort was needed towards the end of the project on how the Municipalities/Cantons etc could apply the key outputs of the project (CHM, biodiversity monitoring system etc) and how future project proposals could be written to build upon the key successes of the project.</p> <p>To support this, there remains a generic need in RS and FBiH to initiate new training programmes for decision makers on PAs plus climate financing options, techniques and deliverable models. Capacity building of PA managers is deemed essential to make them more proactive in fund raising, networking with other PAs and replication of good practices, extending tourism offers, connecting with local communities, schools etc. Cluster Una Sana could be one good example of how local community develop and diversify its touristic offers to the nearby National Park at Una.</p>
Priority Level:	Critical recommendation
Responsibility:	Govt of BiH and Donor agencies (Partners)
Proposed implementation time-frame:	ASAP
Cross-reference(s) to rationale and supporting discussions:	<p>Section 5.8.2 – “Financial Sustainability”</p> <p>Section 5.9.1 – “Preparation and readiness”</p>

Recommendation #4:	Advocacy for the establishment of a specialized institution- Institute for nature protection in FBiH
Context/comment:	Advocacy for the establishment of a specialized institution- Institute for nature protection in FBiH, was envisioned by the NBSAP (National Biodiversity Strategy and Action Plan) BiH and now within the ESAP (Environmental Strategy and Action Plan) FBiH.
Priority Level:	Opportunity for improvement
Responsibility:	Govt of BiH/Donor Organisations (Partners)
Proposed implementation time-frame:	24-36 months
Cross-reference(s) to rationale and	Section 5.8.3 – “Institutional Sustainability”

supporting discussions:	
--------------------------------	--

Recommendation #5:	Standardise institutional capacity needs to better manage Protected Areas across the State.
Context/comment:	<p>As FBiH doesn't have an Institution similar to RS and this has meant that at the national level, embracing biodiversity and PA matters (setting up PAs with ease etc) is not consistent across the country. A similar Institute that is present in RS needs to be considered for FBiH that is suitably resourced. From this, there is a need for an Inter-entity body to promote biodiversity and PA matters at the national, Municipality and Canton level.</p> <p>One recommended approach would be to review the institutional capacity and arrangements of the Environment Fund (in FBiH) to help replicate the responsibilities and mandates of the Institute to cover FBiH. The Environmental Fund of FBiH is responsible for collecting and distributing funds with the main goal of improving the state of the environment in the FBiH. In accordance with its legal and sub-legal obligations and documents, the Fund conducts open calls every year. Since its establishment in 2010, the Fund has conducted 19 open calls. Each open call has several LOTs covering the main sectors of the environment in the FBiH.</p>
Priority Level:	Opportunity for improvement
Responsibility:	Govt of BiH/Donor Organisations (Partners)
Proposed implementation time-frame:	24-36 months
Cross-reference(s) to rationale and supporting discussions:	<p>Section 5.4.2 – "Achievement of Project Outcomes"</p> <p>Sectin 5.8.3 – "Institutional Sustainability"</p>

Recommendation #6:	Initiate programmes to update and utilise the Clearing House Mechanism across the country.
Context/comment:	<p>The CHM is in fact not being used in all Cantons/Municipalities in FBiH though it has great value to store key reports for the media to access key documents etc. There is therefore a need to mainstream the BIM for the general public benefit and from this to improve biodiversity knowledge. To be of national value, the CHM portal must be a useable portal where data at the level of BiH regarding biodiversity issues could be obtained with ease (e.g. integrated maps of PAs in BiH, institutional and legislation frameworks of entities, news on biodiversity, good practices, scientific works and etc).</p> <p>There now needs to be an agreement in place to whom should be the custodians on this (and the CHM) data. The evaluation learned that some PA managers still do not know about the location and value of the CHM system. Continued support is therefore needed to encourage the role of biodiversity outreach with education of the next generation (schools etc) being perhaps of more value than focusing on decision maker training. The fact that no single "system" was created (as originally planned) meant that it would require two separate ISABs to be created to represent each Entity. The national preference to have two separate systems was a clear mandate that UNEP needed to accept. The potential for an integrated system into the future (at State level) may need future detailed consideration.</p> <p>New modules (within the CHM) need to be defined to make it more meaningful to all decision makers. Such modules may include monitoring of Protected Species, Red List Species (as currently this is not being designed in line with IUCN standards) and also possibly a geo-heritage module in the future. Recommend introducing new CHM modules</p>

	(via the Env Fund) on Red List species and Protected Species/habitats (caves) for the FBiH). This module may be better implemented in the first instance within RS followed by a smaller pilot module in FBiH. The design of a QR code mobile phone app that allows visitors to PAs/National Parks to access key information could be a future activity to pursue.
Priority Level:	Opportunity for improvement
Responsibility:	Govt of BiH/ Donor organisations (Partners)
Proposed implementation time-frame:	24 months
Cross-reference(s) to rationale and supporting discussions:	Section 5.8.3 – “Institutional Sustainability” Section 5.4.2 – “Achievement of Project Outcomes”

Recommendation #7:	Strengthen the visibility and influence of UNEP in the Western Balkans
Context/comment:	<p>UNEP needs to strengthen their position /offer to better support country level needs. For example, a GEF8 engagement strategy model is needed within UNEP (and UNDP) to help elevate the environmental agenda in the Western Balkans. Lack of clarity on this matter is impeding progress on future regional and national support to a degree. An Executing function of both UNEP and UNDP is required. This is needed as nations demand that a UN agency represents them as an Executing Entity (EE) as at the State level examples exist where moneys get lost at the State level and consultancies cannot get paid etc (Organisational level reform is needed to help better convey Implementing Entities v Executing Entities needs within the region as it is argued that UNEP should be playing a more visible and active role to better communicate this matter.</p> <p>Linked to Recommendation 1, the future design of transboundary PA projects would be of value, especially focusing on partnership projects with Montenegro (towards Tebinje and Mount Orjen area).</p>
Priority Level:	Important recommendation
Responsibility:	Project Team
Proposed implementation time-frame:	ASAP
Cross-reference(s) to rationale and supporting discussions:	Section 5.9.2 – “Quality of project management and supervision”

ANNEX I. RESPONSE TO STAKEHOLDER COMMENTS

Table 1: Response to stakeholder comments received but not (fully) accepted by the reviewers, where appropriate

Page Ref	Stakeholder comment	Evaluator(s) Response
Pg. 12, Weaknesses	<p>It needs to be corrected because spatial planning does not exist at the level of Bosnia and Herzegovina, land management policy is at the entity level. The statement applies to cantons and municipalities in the Federation of Bosnia and Herzegovina (FBiH), while Republika Srpska (RS) is more centralized, and the problem lies in FBiH with multiple levels. Land management policy should be top-down, but to this day, a federal spatial plan has not been adopted.</p> <p>And the next paragraph is also uncertain because, according to the Constitution of Bosnia and Herzegovina, the state level has nothing to do with these matters, except for issues such as the implementation of conventions (Bilateral and Multilateral Agreements in general), but again focal points for these matters are entity ministries (due to the lack of capacity and authority at the state level).</p>	Text is updated accordingly to reflect the factual corrections needed (see p 11).
Pg.13, Lessons Learned	<p>The project could have benefited from a greater national awareness and prioritization of nature conservation issues. Even policy makers were not the issue, as the cooperation was good, but decision makers responsible for enacting laws (e.g., the assembly) proved problematic. The larger the area, the greater the challenges in adoption. In general, the situation regarding the establishment of protected areas in the Federation of Bosnia and Herzegovina (FBiH) is complex due to the absence of a comprehensive federal spatial plan and conflicts of interest between cantons and municipalities. Forming a protected area also requires the establishment of a public institution to manage it, which necessitates serious political commitment. In the case of Republika Srpska (RS),</p>	The comment made is correct, and in fact resonates with TE statements made into Lesson 1 (Section 5 of the TE). Some minor text updates are added to the “lessons learned” part of the Executive Summary.

Page Ref	Stakeholder comment	Evaluator(s) Response
	smaller areas were designated and entrusted to existing legal entities (which is not permitted by the federal law on nature protection). Another challenge is the lack of a specialized institution in the FBiH, like the Institute in RS.	
Pg.13, Recommendation	Advocacy for the establishment of a specialized institution-Institute for nature protection in FBiH, as envisioned by the NBSAP (National Biodiversity Strategy and Action Plan) BiH and now the ESAP (Environmental Strategy and Action Plan) FBiH.	Comment accepted and turned into a specific Recommendation 4 (and added to the Executive Summary). See p64.
Pg. 40, paragraph 86	Generally, CENER21 did not work on the management plan for Livanjsko Polje, as the management plan is typically developed after the establishment of a protected area. There seems to be a misunderstanding here. What we did additionally, in a voluntary capacity, was preparation of the valorization study – expert study for recategorization and declaring Blidinje as a national park, along with a proposed accompanying law. Unfortunately, the establishment did not occur again due to political reasons - this is the most complex area as it falls under the jurisdiction of three different cantons.	Text updated to reflect the correct factual position (see p37).
Page 69, Recommendation #1: Plan to initiate a targeted Phase 2 Project “Building onto the successful valorization process of the future and proclaimed Pas”	To include important elements of spatial planning and implementation of new approaches towards livelihood economic diversification in PAs (f.e. own income generation through sustainable tourism development would have multiple positive effects on both conservation efforts in PAs and sustainable post-pandemic recovery of country’s economy)	Comment made is accepted and is used to embellish the Recommendation 1 text (see p63).
Page 69, Recommendation 1: “Future design of transboundary PA projects is needed, especially with Montenegro (towards Tebinje and Mount Orjen area)”.	Another example of transboundary PA, can be examined as well on borders of Livanjsko field in the mountain Dinara, which “at the other side” of the mountain has already been proclaimed as National Park in Croatia.	New footnote is added to include this as another example of a transboundary example (in addition to the Montenegro example presented) – see p63.

Page Ref	Stakeholder comment	Evaluator(s) Response
Page 79: Canton 10 meeting attendee	Instead of Mr Ivica Brešić to add: "Mr Adi Duran, Ministry of Construction, Spatial Planning and Environment Protection of the Canton 10" (Who was present at the meeting in the premises of Canton 10 Government NOT Mr Ivica Bresic)	Correct contact included.(see p75)
Page 84: Project Produced Products	To ADD: Expert justification study for the proclamation od PA on the Livanjsko field/ category V- Stručno obrazloženje za proglašenje zaštićenog područja V.kategorije	Additional study included (see p79)
General observation	The pivotal role of the Institute for Protection of Natural-Historic and Cultural Heritage of RS in in the project's success underlines the fact that this kind of such expertise institution is still missing in FBiH, although its establishment is prescribed by Federal Law on Nature. FBiH Environmental Fund, the closest equivalent to the Institute in RS is mainly a financial institution and it needs much more capacity building in terms of doing more biodiversity expertise and support to PAs.	Comment is accepted, and the point is added as part of the new Recommendation 4 (see p64).
Stakeholders Consulted (Virtual – February 2023)	Mr. Jonathan had a meeting with my colleague Milica Končar and myself (Nataša Crnković), colleague Tihomir wasn't present. Also, name of our organisation is not correct. Below is correct information: - Center for Environment - Milica Končar Nataša Crnković - natasa.crnkovic@czzs.org	Text updated to reflect the correct factual position (see p74)
5.4.2 Achievement of Project Outcomes "In spite of this, the spatial area of PAs within BiH has in fact been significantly extended, especially within RS with newly proclaimed PAs (such as at Orjen, Tisina, Vjeternica cave, Gromiželj and	Popovo polje is protected only in Federation of BiH, not in Republic of Srpska.	Text updated to reflect the correct factual position. See p37.

Page Ref	Stakeholder comment	Evaluator(s) Response
Popovo polje protected landscape)."		
5.8.3 Institutional Sustainability (including partnerships)	<p>I disagree with this part, since CENER21 (agency who prepared the study for the protection) did not consult the local communities, which remain as a major problem and obstacle for the protection. Currently this agency is engaged again by USAid to do the additional work in Livanjsko polje.</p> <p>Constantly they are presenting the meetings with representatives of municipalities as local community members, which are not.</p> <p>I am glad that our involvement has been recognized and mentioned. However, we developed the management plan for Tišina PA, not for Livanjsko polje, since its not protected still.</p>	<p>The point raised is accepted based on further interrogation by the TE consultant. Text deleted accordingly. (see p50).</p>

ANNEX II. PEOPLE CONSULTED DURING THE EVALUATION



Terminal Evaluation of the Project:

Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (GEF ID 6990)

10th February 2023

TO: Project Partners

I am writing to inform you that, in accordance with the United Nations Environment Programme (UNEP) Evaluation Policy, the UNEP Evaluation Office is preparing to undertake a terminal evaluation of the Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (GEF ID 6990). Evaluation is an important phase in the life-cycle of any project and serves the dual purposes of providing accountability for the resources spent and the results achieved whilst also aiming to promote opportunities for learning and operational improvements.

UNEP evaluations are conducted in an independent manner. The Evaluation Office is independent of the operational side of UNEP and reports directly to the Executive Director. It is standard practice for the Evaluation Office to select independent external evaluation experts to undertake the evaluation. It is anticipated that the evaluation process for this project will commence in December 2022 and we hope to complete the evaluation on or around May 2023.

The evaluation will be managed by Susan Mugwe, Evaluation Manager, UNEP (susan.mugwe@un.org) and the evaluation process will actively engage key stakeholders at various stages. Project stakeholders will have an opportunity to interact with evaluation team members either during the inception phase, as part of field missions, or through meetings or interviews.

The evaluation will identify lessons to be learned and may be followed by a formal compliance process for any recommendations specified in the Evaluation Report.

In the near future, as the evaluation process commences, the Evaluation Consultant(s), Mr. Jonathan McCue may be in contact with you. Your support and cooperation throughout the evaluation of this interesting project will be much appreciated.

I am happy to answer any queries you may have or provide further clarifications. Information about the work of the UNEP Evaluation Office is available on our website at: <http://www.unep.org/about-un-environment/evaluation>.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Spilsbury', is written over a light blue circular stamp.

Michael J Spilsbury
Director

Evaluation Office of UNEP
United Nations Avenue, Gigiri
P O Box 30552, 00100 Nairobi, Kenya
Tel +254 20 762 3389 | unep-evaluation-director@un.org
<https://www.unep.org/about-un-environment/evaluation>

Sample Cover Letter Prepared to Support the Terminal Evaluation Field Mission

Subject: Terminal Evaluation of the Project: Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (GEF ID 6990)

Dear Mr Stupar,

As you may already know, in accordance with the United Nations Environment Programme (UNEP) Evaluation Policy, the UNEP Evaluation Office is preparing to undertake a terminal evaluation of the Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina (GEF ID 6990).

Contact (virtually) has already been made with you (by myself, international consultant Mr Jonathan McCue) and the intention now is to follow up on the initial questions posed to you during February 2023.

To support a timely completion of this evaluation (by the end of May 2023), with support from UNEP, I shall be visiting BiH between 11-20th April 2023 inclusive. At this time, project stakeholders will have an opportunity to interact with myself and evaluation team members as part of the pending field itinerary.

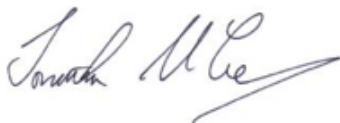
I propose a meeting with you and your team on Thursday, April 13, 2023 at 10.00 at Arbor Magna premises.

Your attention is drawn to the following itinerary timings for consideration (Annex I).

A response to the confirmation of these times (or alternative timings) is needed by Friday 31 March 2023). Should the above times be not suitable, please confirm an alternative time and location for us to meet via email to the following addressed:

- a) Jonathan McCue (jonathan.mccue@sustainableseas.co.uk)
- b) Matea Grabovac (matea.grabovac@un.org)

Yours faithfully



Jonathan McCue (International Consultant)

Field Mission Trip – consulted stakeholders during April 2023

Day	Proposed Activity
Tues 11 April (Sarajevo)	08.00 - 09.00 Meeting with the representatives (x2) of the Federal Ministry of Environment and Tourism 10.00 - 11.00 Meeting with the representatives of the Environmental Fund of the Federation of BiH (x2) 12.00 - 13.00 Meeting with CENER 21 representatives (x4)
Wed 12 April (Banja Luka)	11.30 - 12.30 Meeting with the representatives of the Ministry of Spatial Planning, Civil Engineering and Ecology of RS (x2) 13.30- 14.30 Meeting with the representatives of the Ministry of Forestry, Water Management and Agriculture of RS (x2) 15.00-16.00 Meeting with the representatives of the Institute for protection of Natural-Historic and Cultural Heritage of RS (x1)
Thu 13 April (Banja Luka)	08.00-09.00 Meeting with the representatives of the Center for Environment Protection (x2) 10.00-11.00 Meeting with Arbor Magna Representatives (x1) <i>Travel to the protected area in the vicinity of Banja Luka together with the representatives of the Institute of RS (13.00-17.00). Site meetings with the representatives of the local communities and managers of the protected area (x1)</i>
Fri 14 April (Trebinje)	Travel to Trebinje (Orjen Protected area Visit) - Site meetings with the representatives of the local communities and managers of the protected area (x1)
Sat 15 th April (Neum)	Departure to Neum Municipality
Sun 16 th April (Neum)	Day off – site visits etc
Mon 17 th April (Neum.Livno)	9.00-10.00 Meeting with the representatives of Neum Municipality (x1) 11.00 Meeting to discuss specific issues with the Municipality (possibly on site). Rapid visit to Botanical Reserve Klek-Neum to discuss with local stakeholders. Again stakeholders not visited during the MTR phase so this is key. Departure to Livno
Tue 18 April (Livno)	09.00-11.00 Meetings with the representatives of the Ministries of Agriculture and Environment and the Government of the Canton10 representatives (x3) 12.00-13.30 Meeting with the representatives of the Livno, Tomislavgrad and Bosansko Grahovo Municipalities (x2) 14.00-18.00 Site mission to Livanjsko polje. Interviews with relevant stakeholders: Pump station and OBREEN company.
Wed 19 April	Return to Sarajevo)
Thur 20 April	Final meetings (if required) in Sarajevo

Stakeholders Consulted (Virtual – February 2023)

No.	ORGANISATION	NAME
1	CENER21	Mr Fethi Silajdžić
2	CENER21	Ms Ajla Dorfer
3	Environmental and EE Fund RS	Mr Srđan Todorović, director
4	Environmental Fund FBiH	Mr Adi Habul, senior advisor for biodiversity and PA management
5	Environmental Fund FBiH	Mr Emin Čerkez
6	FBiH Ministry of Environment and Tourism	Mr Mehmed Cero, assistant minister and NFP for UNCBD
7	FBiH Ministry of Environment and Tourism	Ms Andrea Bevanda Hrvo
8	Institute for protection of cultural historic and natural heritage of RS	Mr Dragan Kovačević
9	Institute for protection of cultural historic and natural heritage of RS	Mr Dejan Radošević
10	Ministry of Agriculture, Water management and Forestry of RS	Mr Boris Marković
11	Ministry of Agriculture, Water management and Forestry of RS	Ms Milanka Jovanović
12	Ministry of Foreign Trade and Economic Relations of BiH	Mr Senad Oprašić, Head of environment protection department and technical focal point for GEF
13	Ministry of Spatial Planning of FBiH	Mr Ivan Topić
14	RS Ministry of Spatial Planning, Civil Engineering and Ecology	Ms Svjetlana Radusin, assistant minister and NFP for UNFCCC
15	RS Ministry of Spatial Planning, Civil Engineering and Ecology	Ms Zeljka Stojičić, senior advisor for nature protection
16	PA Nature monument Orlovača	Mr Mladen Samardžić
17	PA Natural monument Vjetrenica Popovo polje	Mr Andrija Simunović
18	PA Nature park Tara	Public enterprise Sume RS/ Maglić
19	PA Nature monument Mokranjska Miljacka	Public enterprise Sume RS
20	Nature&Adventure CRO	Ms Milena Šijan

No.	ORGANISATION	NAME
21	Municipality of Neum (Botanical Reserve Klek-Neum)	Mr Nikša Čamo
22	Municipality of Neum, Major	Mr Dragan Jurković
23	Municipality of Ravno, Major	Mr Andrija Šimunović
	Government of the Canton 10, Livno	Ms Ivana Mišković
24	Center for Environment	Ms Nataša Crnković Milica Crnkovic
25	Ministry of Foreign Trade and Economic Relations of BiH	Mr Senad Oprašić
26	Arbor Magna	Mr Vladimir Stupar
27	WWF Adria	Mr Zoran Šeremet
28	Project team	Ms Ehlimana Alibegović Goro Ms Amina Omićević Ms Matea Grabovac Ms Sonja Gebert Ms Harald Egerer

Representatives of cantonal authorities visited and interviewed:

- Canton Sarajevo:
Ms. Zijada Krvavac, Ministry for Spatial Planning, Construction and Environmental Protection, Canton Sarajevo
Mr. Osman Delić, Public Institution for Protected Natural Areas, Canton Sarajevo
- Canton 10:
Ms Ana Vrdoljak, Ministry of Construction, Spatial Planning and Environment Protection of the Canton 10
Mr Adi Duran, Ministry of Construction, Spatial Planning and Environment Protection of the Canton 10

Representatives of municipalities and local communities:

- Mr Ibro Berilo, mayor of Trnovo municipality
- Mr Hamdo Ejubović, mayor of Hadžići municipality
- Mr Luka Čelan, mayor of Livno municipality

Representatives of NGOs

- Mr Mate Gotovac, Livno
- Ms Sonja Garić, Livno

Table 2: Respondents' Sample

NB: the figures below demonstrate stakeholders that were approached a) during virtual interviews and b) during the filed mission. It should be noted that most were approached via both methods.

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project team (those with management responsibilities e.g. PMU)	Implementing agency (UNEP)	3 (F)	3 (F)	3 (F)	100%
	Executing agency/ies (UNEP Regional Office Europe)	2 (1M-1F)	2 (1M-1F)	2 (1M-1F)	100%
	UNDP	2 (F)	2 (F)	2 (F)	100%
	# entities involved	# entities contacted	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (implementing/ executing) partners <i>(receiving funds from the project)</i>	Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER)	1 (M)	1 (M)	1 (M)	100%
	Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska (MSPCE);	2 (F)	2 (F)	2 (F)	100%
	Ministry of Spatial Planning of FBiH	1 (M)	1 (M)	1 (M)	100%
	CENER21	4 (F) 1(M)	4 (F)	4 (F)	100%
	Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (FMET)	2 (1M-1F)	2 (1M-1F)	2 (1M-1F)	100%

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
Project (collaborating/contributing⁶⁸) partners <i>(not receiving funds from the project)</i>	Ministry of Agriculture Forestry and Water Management of Republika Srpska (MAFWM RS):	2 (1M-1F)	2 (1M-1F)	2 (1M-1F)	100%
	Ministry of Foreign Trade and Economic Relations of BiH	1 (M)	1 (M)	1 (M)	100%
	Municipality of Neum, Major	1 (M)	1 (M)	1 (M)	100%
	Institute for protection of cultural historic and natural heritage of RS	2 (M)	2 (M)	2 (M)	100%
	The Environmental Protection Fund FBiH	3 (M)	3 (M)	3 (M)	100%
	Canton Sarajevo	2 (1M-1F)	2 (1M-1F)	2 (1M-1F)	100%
	Canton 10	2 (1M-1F)	2 (1M-1F)	2 (1M-1F)	100%
	Municipality of Ravno, Major	1 (M)	1 (M)	1 (M)	100%
Beneficiaries: <u>Examples:</u> Duty bearers Gate keepers Direct beneficiaries Indirect beneficiaries Civil society representatives	Centre for Environment from Banja Luka, Nase Ptice (Our birds) Zeleni Neretva (Green Neretva River) (Natural Science Faculties of Banja Luka and	15 (7M-8F)	15 (7M-8F)	12 (6M-6F)	80%

⁶⁸ Contributing partners may be providing resources as either cash or in-kind inputs (e.g. staff time, office space etc.).

		# people involved (M/F)	# people contacted (M/F)	# respondent (M/F)	% respondent
	Sarajevo Universities) Arbor Magna WWF Adria Representatives of municipalities and local communities				

ANNEX III. KEY DOCUMENTS CONSULTED

National Documents of Relevance

- United Nations Environment Programme (UNEP), Medium term strategy 2018-2021, May 2016
- United Nations Environment Assembly of the United Nations Environment : Programme Second session Nairobi, 23–27 May 2016 Programme of work and budget for the biennium 2018–2019 (UNEP/EA.2/16)
- National Environmental Action Plan (NEAP)
- National Biodiversity Strategy and Action Plan- NBSAP 2008-2015
- National Biodiversity Strategy and Action Plan- NBSAP 2015-2020
- First to Fifth National report of Bosnia Herzegovina to the CBD

Project Documents

- GEF-6 Programming Directions. (Extract from GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014)
- Periodic Progress Reports
 - BD BiH July- December 2017 Progress Report
 - BD BiH July- December 2018 Progress Report
 - UNEP GEF PIR Fiscal Year 17 (1 July 2016 to 30 June 2017)
 - UNEP GEF PIR Fiscal Year 18 (1 July 2017 to 30 June 2018)
- Detailed description of PPG Activities BD BiH (Stakeholder meetings in the PPG phase)
- BiH GEF 6 CEO Approval Request_04.07.2016 with
 - Annex 1 – Project Logical Framework
 - Annex 2 – Budget
 - Annex 3 – Key deliverables and benchmarks
 - Annex 4 : Workplan
 - Annex 5 – Costed M&E plan
 - Annex 6 – Summary of reporting requirements and respo
 - Annex 7 – TORs for key personnel, PSC, Project Director and SAB
 - Annex 9 – Co-financing commitments letter
 - Annex 10 – GEF 6 BD Tracking Tool for programmes 1 and 2
 - Annex 11 – Procurement Plan
 - Annex 12 – Project Implementation Arrangements
 - Annex 14 – Acronyms and abbréviations
 - Annex 16 – Detailed description of PPG activities

- Project Mid Term Review of the UN Environment/ GEF BiH PAN project (2019), Inception Report and Implementation Plan
- Management Effectiveness Tracking Tool for Protected Areas (METT)
- Project Review Document (July 2016)
- Project Final Report (July 2022)
- Communications Strategy (in Bosnian) – July 2017
- Impact of the COVID-19 pandemic on the work of the protected areas in Bosnia and Herzegovina (June 2020)

Project Produced Products

- Roadmap for legal protection of Botanical reserve Mediteranetum in Neum
- Roadmap for legal protection of Vjetrenica - Popovo polje area
- Studija zaštite “Zaštićeno stanište Tišina”
- Expert justification study for the proclamation of PA on the Zvijezda mountain including sustainable use of natural resources /category VI
- The first draft of expert justification study for the proclamation of PA on Bjelašnica complex
- The list of selected indicators for biodiversity monitoring in Bosnia-Herzegovina
- Report on the implementation of the project to the Government of Bosnia-Herzegovina
- The final draft of expert justification study for the proclamation of Pain category V – Protected landscape Vjetrenica-Popovo polje
- Plan of action for Bjelašnica complex
- Analysis of the Legal Framework for the Financing of Protected Areas in FBiH
- Analysis of the Financial Mechanisms for Protected Areas in FBiH
- Set of communication and promotional material
- Expert justification study for the proclamation of PA on the Livanjsko field/ category V- Stručno obrazloženje za proglašenje zaštićenog područja V.kategorije

ANNEX IV. BRIEF CV'S OF THE EVALUATOR

Name: Jonathan McCue

Profession	Climate Adaptation Specialist
Nationality	British
Country experience	<ul style="list-style-type: none"> • Europe: UK, Albania • Africa: Sierra Leone, Gambia, Mauritania, Liberia, Kenya, Seychelles, Mauritius, Tunisia, Egypt • Americas: Suriname, Guyana, Trinidad and Tobago, Barbados, St Vincent and Grenadines, Dominica, Grenada, St Lucia, Bahamas, St Kitts and Nevis, Anguilla, Haiti, Jamaica, British Virgin Islands. • Asia: Thailand, Japan, Sri Lanka, Viet Nam, Cambodia, China, Maldives, Timor Leste • Oceania: Cook Islands, Vanuatu, Tuvalu, Marshall Islands, Tonga, Samoa, Federated States of Micronesia, Fiji,
Education	<ul style="list-style-type: none"> • MSc Tropical Coastal Management • BSc Geography and Geology

Short biography

Jonathan is a UK based independent consultant who is Director of his own company, Sustainable Seas Ltd (www.sustainableseas.co.uk). He possesses 33 years' postgraduate experience in the field of climate change adaptation and coastal zone management. He has a successful mid-term and terminal evaluation track record with circa 10 prominent international projects that have involved the setting and appraisal of project evaluation criteria. This includes work for a number of separate international funding institutes, namely the European Commission (Final Evaluation Projects in Gambia, Maldives and Jamaica), UN organisations such as UNDP (Guyana and Samoa), UNEP Programme (UNEP) (in Cambodia, Seychelles, Mauritania and Nepal), IOC-UNESCO and finally for DFID in the Caribbean region. He also possesses key experience working on climate and disaster risk management related projects.

Key specialties and capabilities cover:

- Climate Change Adaptation, Integrated Coastal Zone Management, Coastal protection expert on Small Island States and expert in Ecosystem Based Approaches (EBA), Socio-economic expertise on shoreline management and coastal vulnerability assessment projects, Ocean governance and maritime boundary delimitation specialist knowledge; Experienced environmental and social safeguard (ESS) consultant for all projects, tsunami and coastal flood risk disaster preparedness related plans, Design of community participation programmes for climate change and disaster risk projects Biodiversity and protected areas management for small islands.

Selected assignments and experiences - Independent evaluations:

- MARSHALL ISLANDS: MARITIME INVESTMENT PROJECT MID TERM REVIEW. Lead consultant to produce the Mid Term Review process on the MIMIP project to assess progress on well-functioning maritime transport infrastructure and assets, including wharfs, docks and jetties to a focused Work Bank Mission
- MARSHALL ISLANDS (2021) Mid Term Review for Pacific Regional Environment Programme (PREP).
- BANGLADESH (2021): INTEGRATING COMMUNITY BASED ADAPTATION INTO AFFORESTATION AND REFORESTATION PROGRAMMES (ICBAAR). Team Leader to complete a Terminal Evaluation on this 4 year GEF funded \$5.65M project. Specific focus on mangrove ecosystems and coastal livelihoods.
- SAMOA (2020): INTERIM EVALUATION OF THE INTEGRATED FLOOD MANAGEMENT TO CLIMATE RESILIENCE OF THE VAISIGANO RIVER CATCHMENT IN SAMOA PROJECT – Team Leader to undertake the first ever GCF Interim Evaluation of the Integrated Flood Management

to Enhance Climate Resilience for the Vaisigano River Catchment which flows through the Apia Urban Area (AUA).

- TUNISIA (2019): MID TERM REVIEW “ADDRESSING CLIMATE CHANGE VULNERABILITIES AND RISKS IN COASTAL AREAS”: Team Leader to produce a Mid Term Review for a GEF-financed project (US\$ 5,500,000) to span the period 2015-2019. The project was designed to support the Government of Tunisia in the design and implementation of baseline coastal adaptation measures in the northwest coast of the Gulf of Tunis and the Island of Djerba.
- CAMBODIA (2017): MTR “ENHANCING CLIMATE CHANGE RESILIENCE OF RURAL COMMUNITIES LIVING IN PROTECTED AREAS”. Team Leader to produce a MTR to assess progress in the GEF designed to increase food supply and reduce soil erosion in communities surrounding five CPAs in Cambodia. Key technical focus is placed on delivering eco-agricultural principles for 5 protected areas around the country.
- CAMBODIA (2016) – TERMINAL EVALUATION OF UNEP GEF PROJECT “VULNERABILITY ASSESSMENT AND ADAPTATION PROGRAMME FOR CLIMATE CHANGE IN THE COASTAL ZONE OF CAMBODIA CONSIDERING LIVELIHOOD IMPROVEMENT AND ECOSYSTEMS. Expert in producing Terminal Evaluation to assess project performance of a US\$5.7m UNEP funded project in Cambodia.
- GAMBIA (2016) – FINAL EVALUATION OF THE GAMBIA GCCA ICZM AND MAINSTREAMING CLIMATE CHANGE PROJECT. Team Leader on a Final Evaluation of the 3.8M EUR funded ICZM project. Tasks involved 2 missions to Gambia to consult stakeholders, undertaken field assessments and to produce (and present) a final overall independent assessment of the projects performance using DAC criteria. Also the design of a GCCA+ Action Document proposal for funding into 2017.
- GAMBIA (2015) – MID TERM EVALUATION OF THE GAMBIA GCCA ICZM AND MAINSTREAMING CLIMATE CHANGE PROJECT. Team Leader on a review of the 3,860,000.00 EUR funded project. Tasks involved 2 missions to Gambia to consult stakeholders, undertaken field assessments and to produce (and present) a final overall independent assessment of the past performance.

ANNEX V. EVALUATION TOR (WITHOUT ANNEXES)

A. 1. Project General Information

Table 1. Project summary

GEF Project ID:	6990	Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina	
Implementing Agency:	United Nations Environment Programme (UNEP)	Executing Agency(ies):	<ul style="list-style-type: none"> 5. Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER) 6. Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska (MSPCE); 7. Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (MET) 8. UNEP Regional Office Europe
Relevant SDG(s) and indicator(s):	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>2.4.1 Proportion of agricultural area under productive and sustainable agriculture</p> <p>14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information</p> <p>14.5.1 Coverage of protected areas in relation to marine areas</p> <p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type</p>		

GEF Core Indicator Targets (identify these for projects approved prior to GEF-7⁶⁹)	1.1 Terrestrial protected areas newly created (hectares); 1.2 Terrestrial protected areas under improved management effectiveness (hectares) 4.1 Area of landscapes under improved management to benefit biodiversity (hectares, qualitative assessment, non-certified)		
Sub-programme:	Sub-programme 3: Healthy and Productive Ecosystems	Expected Accomplishment(s):	(a) The health and productivity of marine, freshwater and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels. Indicator (i) Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems; Indicator (ii) Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services.
UNEP approval date:	June 15, 2015	Programme of Work Output(s):	UNEP Programme of Work and Budget for the biennium 2018 - 2019 (PoW) Subprogramme 3: Healthy and productive ecosystems
GEF approval date:	11 th July 2016	Project type:	Medium Size Project

⁶⁹ This does not apply for Enabling Activities

GEF Operational Programme #:		Focal Area(s):	Biodiversity	
Expected start date:	5 th October 2016	Actual start date:	5 October 2016	
Planned operational completion date:	31 st Dec 2021	Actual operational completion date:	31 December 2021	
Planned project budget at approval:	\$14,945.460	Actual total expenditures reported as of [date]:	\$14,945,460	
GEF grant allocation:	\$1,397,260	GEF grant expenditures reported as of [date]:	\$ 1,397,260	
Project Preparation Grant - GEF financing:	USD 1,397,260	Project Preparation Grant - co-financing:	/	
Expected Medium-Size Project/Full-Size Project co-financing:	Medium Size Project	Secured Medium-Size Project/Full-Size Project co-financing:	13,548,200	
Date of first disbursement:	7 th Sept 2016	Planned date of financial closure:	31 December 2021	
No. of formal project revisions:	1	Date of last approved project revision:	/	
No. of Steering Committee meetings:	5	Date of last/next Steering Committee meeting:	Last: 9 December 2021	Next: /
Mid-term Review/ Evaluation (planned date):	Dec 2018 – May 2019	Mid-term Review/ Evaluation (actual date):	December 2018 - May 2019 (finalized)	
Terminal Evaluation (planned date):	Dec 2020	Terminal Evaluation (actual date):	July-August 2022	
Coverage - Country(ies):	Bosnia Herzegovina	Coverage - Region(s):	Europe	
Dates of previous project phases:	Dec 2020	Status of future project phases:	/	

B. Project Rationale

Bosnia and Herzegovina (BiH), located on the Balkan Peninsula in Southeastern Europe, and bordering Serbia, Montenegro and Croatia, has many variations of the three main climates due to its diversified topography, flora and geographic location. It is primarily a mountainous country with more than 50% of forest cover, is rich in water resources of high value and is home to about 5,000 confirmed taxa of species and sub-species of vascular flora. In addition, it has a notable variability of wildlife and a high degree of biological diversity at the species genetic and ecosystem level, brought about its ecological heterogeneity of space, geomorphologic, hydrological and climate diversity. This makes the country to be among the most diverse in Europe placing it among the top five with regards to biodiversity.

There are 1,859 species of 217 genera within the group of cyanophyta and algae and on average, 74% of fungi species from the International Union for the Conservation of Nature (IUCN), Red List for Europe can be found in BiH forest ecosystems. In addition, roughly 19% of endangered plants can be found in BiH compared to other European countries, and about 3% (1,800 species) of the total endemic flora of

the Balkans is contained within the flora of BiH. In addition, BiH belongs to the Mediterranean Basin Biodiversity Hotspot which is well known for the Vjetrenica cave system of the Popovo Pole Key Biodiversity Area with its very rich cave fauna with over 30 species of invertebrates found nowhere else.

The country's close proximity to the Adriatic Sea makes it home to a variety of sharks, including the great white, while its mountainous terrains hosts the brown bear, gray wolf, lynx and golden jackal. It also has a number of endemic species and habitats as well as a series of relict ecosystems, and 41 species of endemic spiders.

These types of habitat, where numerous tertiary relict species of plants and animals are found, are of the greatest importance for both national and global biodiversity. However, due to the conflicts and transitional difficulties, data on biodiversity in BiH are scarce, fragmented and often outdated. In spite of its rich biodiversity, international obligations of the country and growing anthropogenic pressures, nature conservation efforts were identified, during project design, to be insufficient. The country does not have an institution tasked to monitor the state of the biodiversity, while the Entities lack the requisite capacities to establish their own monitoring systems.

A lack of coordination and inadequate capacities were identified as being a result of the complex political organization of the country since it has a highly decentralized political and administrative structure containing: (a) The State Government of Bosnia and Herzegovina (b) Two Entities, with their own governments: - Federacija Bosne i Hercegovine (FBiH); and - Republika Srpska (RS); and (c) The Brčko District, a small self-governing administrative unit.

The project 'Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building' was designed to support the expansion of protected areas (PAs) system in BiH and enabling capacity conditions for effective management and mainstreaming biodiversity into the production landscape.

C. Project Results Framework

Project Objective: To support expansion of protected areas (PAs) system in BiH and enabling capacity conditions for effective management and mainstreaming biodiversity into the production landscape.	
Component 1:	Establishment and effective management of protected areas and biological diversity. Component supports BiH in expanding its protected area network and establishment of protection for the 10 natural areas identified in the project preparation phase and during the project implementation.
	Outcome 1.1: Increased national and protected area network.
	Output 1.1.1: At least three new protected areas established (Livanjsko Polje wetlands – ca. 45,000 ha, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon – ca. 50,000 ha, Mt. Orjen – Mt. Bijela Gora – ca. 16,000 ha)
	Output 1.1.2: At least two existing protected areas re-classified (Cave System "Vjetrenica" and Botanical Reserve "Mediterranetum")
Component 2:	Management effectiveness of the national protected areas system. Component endeavors to implement the capacity building activities for advocacy and communication of the natural values and benefits to PA staff and conservation authorities and increase of the public awareness on nature conservation.

	Outcome 2.1: Improved management capacity for effectiveness of protected areas and biodiversity conservation.
	Output 2.1.1: Reports of participative review of planning and management options for the PA system in BiH elaborated.
	Output 2.1.2: An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened
	Outcome 2.1.3: Capacity building activities on advocacy and communication of natural values and benefits of PAs to PA staff and conservation authorities is conducted and public awareness on nature conservation is increased
Component 3:	Biodiversity monitoring Component is aimed at establishing developed operational monitoring system in BiH that would address the important obstacles in nature conservation in the country. With the proposed outcome, the project shall develop officially recognized, inclusive and functional system for biological diversity monitoring system in BiH as a basis for nature conservation.
	Outcome 3.1: Operational biodiversity monitoring system in Bosnia and Herzegovina
	Output 3.1.1: Biodiversity indicator framework and related legislation developed and adopted by the government
	Output 3.1.2: An information platform for biodiversity monitoring in the country is established.
	Output 3.1.3: Red List Index for Bosnia and Herzegovina revised and established as a main biodiversity monitoring tool

D. Executing Arrangements

The project was managed by UNEP's Ecosystem Division and executed by Regional Office of Europe, the Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER), Ministry of Spatial Planning, Construction and Ecology of Repulika Srpska (MSPCE); and Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (MET)

E. Project Cost and Financing

Component	Item	Value (\$)	Funding Source
Component 1	At least three new protected areas established At least two existing protected areas re-classified (Botanical Reserve Mediteranetum; Vjetrenica cave system)	736,580	GEFTF
Component 2	Reports of participative review of planning and	331,639	GEFTF

	<p>management options for the PA system in BiH elaborated.</p> <p>An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened.</p> <p>Capacity building activities on advocacy and communication of natural values and benefits of PAs to PA staff and conservation authorities is conducted and public awareness on nature conservation is increased.</p>		
Component 3	<p>Biodiversity indicator framework and related legislation developed and adopted by the government.</p> <p>An information platform for biodiversity monitoring in the country is established.</p> <p>Red List Index for Bosnia and Herzegovina revised and established as a main biodiversity monitoring tool</p>	202,018	GEFTF

F. Implementation Issues

Rural population as well as lower levels of government in the Federation of BiH entity have a lack of understanding of protected areas and generally low awareness of the valorisation process (expert opinion) and the potential and opportunities the designation can offer not only to nature protection but to their community economically and socially. Additional sources and capacity building for effective and efficient activities for nature protection are needed as well as enhanced cooperation among countries (institutions) at the regional level

Due to COVID-19 pandemic, there were delays in the field research for development of the remaining valorization studies as well as delays in organizing and implementing necessary meetings with the various government levels in the country. Due to pandemic, in person conferences and meetings were postponed.

Issue of adoption of the several finalized valorization studies by the relevant governments in the Federation of BiH.

The project had a Mid Term Review.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

G. Objective of the Evaluation

In line with the UNEP Evaluation Policy⁷⁰ and the UNEP Programme Manual⁷¹, the Terminal Evaluation is undertaken at operational completion of the project to assess project performance (in terms of relevance, effectiveness and efficiency), and determine outcomes and impacts (actual and potential) stemming from the project, including their sustainability.

⁷⁰ <https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies>

⁷¹ <https://wecollaborate.unep.org>

The Evaluation has two primary purposes: (i) to provide evidence of results to meet accountability requirements, and (ii) to promote operational improvement, learning and knowledge sharing through results and lessons learned among UNEP and Ministry of Foreign Trade and Economic Relations of Bosnia and Herzegovina (MoFTER), Ministry for Spatial Planning, Construction and Ecology of Republika Srpska (MSPCE), and Ministry of Environment and Tourism of the Federation of Bosnia and Herzegovina (MET).

Therefore, the Evaluation will identify lessons of operational relevance for future project formulation and implementation, especially where a second phase of the project is being considered. Recommendations relevant to the whole house may also be identified during the evaluation process.

H. Key Evaluation Principles

Evaluation findings and judgements will be based on **sound evidence and analysis**, clearly documented in the Evaluation Report. Information will be triangulated (i.e. verified from different sources) as far as possible, and when verification is not possible, the single source will be mentioned (whilst anonymity is still protected). Analysis leading to evaluative judgements should always be clearly spelled out.

The “Why?” Question. As this is a Terminal Evaluation and a follow-up project is likely [or similar interventions are envisaged for the future], particular attention will be given to learning from the experience. Therefore, the “why?” question should be at the front of the consultants’ minds all through the evaluation exercise and is supported by the use of a theory of change approach. This means that the consultant(s) needs to go beyond the assessment of “what” the project performance was and make a serious effort to provide a deeper understanding of “why” the performance was as it was (i.e. what contributed to the achievement of the project’s results). This should provide the basis for the lessons that can be drawn from the project.

Attribution, Contribution and Credible Association: In order to *attribute* any outcomes and impacts to a project intervention, one needs to consider the difference between what has happened with, and what would have happened without, the project (i.e. take account of changes over time and between contexts in order to isolate the effects of an intervention). This requires appropriate baseline data and the identification of a relevant counterfactual, both of which are frequently not available for evaluations. Establishing the *contribution* made by a project in a complex change process relies heavily on prior intentionality (e.g. approved project design documentation, logical framework) and the articulation of causality (e.g. narrative and/or illustration of the Theory of Change). Robust evidence that a project was delivered as designed and that the expected causal pathways developed supports claims of contribution and this is strengthened where an alternative theory of change can be excluded. A *credible association* between the implementation of a project and observed positive effects can be made where a strong causal narrative, although not explicitly articulated, can be inferred by the chronological sequence of events, active involvement of key actors and engagement in critical processes.

Communicating evaluation results. A key aim of the Evaluation is to encourage reflection and learning by UNEP staff and key project stakeholders. The consultant(s) should consider how reflection and learning can be promoted, both through the evaluation process and in the communication of evaluation findings and key lessons. Clear and concise writing is required on all evaluation deliverables. Draft and final versions of the Main Evaluation Report will be shared with key stakeholders by the Evaluation Manager. There may, however, be several intended audiences, each with different interests and needs regarding the report. The consultant(s) will plan with the Evaluation Manager which audiences to target and the easiest and clearest way to communicate the key evaluation findings and lessons to them.

This may include some, or all, of the following; a webinar, conference calls with relevant stakeholders, the preparation of an Evaluation Brief or interactive presentation.

I. Key Strategic Questions

In addition to the evaluation criteria outlined in Section 10 below, the Evaluation will address the **strategic questions** listed below. These are questions of interest to UNEP and to which the project is believed to be able to make a substantive contribution. Also included are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE:

Q1: What has been the uptake of the BiH national authorities on the use of the Clearing House Mechanism (CHM) portal? Have any knowledge products been developed, or good practices adopted by the BiH authorities as a result of the scientific cooperation and information exchange on the portal?

Q2: What adjustments, if any, were made to the project to adapt to the effects of COVID-19 situation, and to what extent did the adjustments enable the project to effectively respond to the new priorities that emerged in relation to COVID-19? How did the adjustments affect the achievement of the project's expected results, as stated in its results framework?

Also included below are five questions that are required when reporting in the GEF Portal and these must be addressed in the TE. Address the questions required for the GEF Portal in the appropriate parts of the report and provide a **summary of the findings in the Conclusions section of the report**:

- i. Under Monitoring and Reporting/Monitoring of Project Implementation:*
What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided⁷²).
- ii. Under Factors Affecting Performance/Stakeholder Participation and Cooperation:*
What were the progress, challenges and outcomes regarding engagement of stakeholders in the project/program as evolved from the time of the MTR? (*This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval*)
- iii. Under Factors Affecting Performance/Responsiveness to Human Rights and Gender Equality:*
What were the completed gender-responsive measures and, if applicable, actual gender result areas? (*This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent*)
- iv. Under Factors Affecting Performance/Environmental and Social Safeguards:*
What was the progress made in the implementation of the management measures against the Safeguards Plan submitted at CEO Approval? The risk classifications reported in the latest PIR report should be verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. (*Any supporting documents gathered by the Consultant during this review should be shared with the Task Manager for uploading in the GEF Portal*)

⁷² This is not applicable for Enabling Activities

- v. *Under Factors Affecting Performance/Communication and Public Awareness:*
What were the challenges and outcomes regarding the project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions? *(This should be based on the documentation approved at CEO Endorsement/Approval)*

J. Evaluation Criteria

All evaluation criteria will be rated on a six-point scale. Sections A-I below, outline the scope of the criteria. A weightings table in excel format will be provided by the Evaluation Manager to support the determination of an overall project rating. The set of evaluation criteria are grouped in nine categories: (A) Strategic Relevance; (B) Quality of Project Design; (C) Nature of External Context; (D) Effectiveness, which comprises assessments of the availability of outputs, achievement of outcomes and likelihood of impact; (E) Financial Management; (F) Efficiency; (G) Monitoring and Reporting; (H) Sustainability; and (I) Factors Affecting Project Performance. The Evaluation Consultant(s) can propose other evaluation criteria as deemed appropriate.

a. Strategic Relevance

The Evaluation will assess the extent to which the activity is suited to the priorities and policies of the donors, implementing regions/countries and the target beneficiaries. The Evaluation will include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. Under strategic relevance an assessment of the complementarity of the project with other interventions addressing the needs of the same target groups will be made. This criterion comprises four elements:

i. Alignment to the UNEP Medium Term Strategy⁷³ (MTS), Programme of Work (POW) and Strategic Priorities

The Evaluation should assess the project's alignment with the MTS and POW under which the project was approved and include, in its narrative, reflections on the scale and scope of any contributions made to the planned results reflected in the relevant MTS and POW. UNEP strategic priorities include the Bali Strategic Plan for Technology Support and Capacity Building⁷⁴ (BSP) and South-South Cooperation (S-SC). The BSP relates to the capacity of governments to: comply with international agreements and obligations at the national level; promote, facilitate and finance environmentally sound technologies and to strengthen frameworks for developing coherent international environmental policies. S-SC is regarded as the exchange of resources, technology and knowledge between developing countries.

ii. Alignment to Donor/GEF/Partner Strategic Priorities

Donor, including GEF, strategic priorities will vary across interventions. GEF priorities are specified in published programming priorities and focal area strategies. The Evaluation will assess the extent to which the project is suited to, or responding to, donor priorities. In some cases, alignment with donor priorities may be a fundamental part of project design and grant approval processes while in others, for example, instances of 'softly-earmarked' funding, such alignment may be more of an assumption that should be assessed.

⁷³ UNEP's Medium Term Strategy (MTS) is a document that guides UNEP's programme planning over a four-year period. It identifies UNEP's thematic priorities, known as Sub-programmes (SP), and sets out the desired outcomes, known as Expected Accomplishments (EAs), of the Sub-programmes. <https://www.unenvironment.org/about-un-environment/evaluation-office/our-evaluation-approach/un-environment-documents>

⁷⁴ <http://www.unep.fr/ozonaction/about/bsp.htm>

iii. Relevance to Global, Regional, Sub-regional and National Environmental Priorities

The Evaluation will assess the alignment of the project with global priorities such as the SDGs and Agenda 2030. The extent to which the intervention is suited, or responding to, the stated environmental concerns and needs of the countries, sub-regions or regions where it is being implemented will be considered. Examples may include: UN Development Assistance Frameworks (UNDAF), national or sub-national development plans, poverty reduction strategies or Nationally Appropriate Mitigation Action (NAMA) plans or regional agreements etc. Within this section consideration will be given to whether the needs of all beneficiary groups are being met and reflects the current policy priority to leave no one behind.

iv. Complementarity with Relevant Existing Interventions/Coherence⁷⁵

An assessment will be made of how well the project, either at design stage or during the project inception or mobilization⁷⁶, took account of ongoing and planned initiatives (under the same sub-programme, other UNEP sub-programmes, or being implemented by other agencies within the same country, sector or institution) that address similar needs of the same target groups. The Evaluation will consider if the project team, in collaboration with Regional Offices and Sub-Programme Coordinators, made efforts to ensure their own intervention was complementary to other interventions, optimized any synergies and avoided duplication of effort. Examples may include UNDAFs or One UN programming. Linkages with other interventions should be described and instances where UNEP's comparative advantage has been particularly well applied should be highlighted.

Factors affecting this criterion may include:

- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness

b. Quality of Project Design

The quality of project design is assessed using an agreed template during the evaluation inception phase, ratings are attributed to identified criteria and an overall Project Design Quality rating is established. The complete Project Design Quality template should be annexed in the Evaluation Inception Report. Later, the overall Project Design Quality rating⁷⁷ should be entered in the final evaluation ratings table (as item B) in the Main Evaluation Report and a summary of the project's strengths and weaknesses at design stage should be included within the body of the report.

Factors affecting this criterion may include (at the design stage):

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality

c. Nature of External Context

At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval⁷⁸). This rating is entered

⁷⁵ This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.

⁷⁶ A project's inception or mobilization period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

⁷⁷ In some instances, based on data collected during the evaluation process, the assessment of the project's design quality may change from Inception Report to Main Evaluation Report.

⁷⁸ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management by the project team. From March 2020 this should include the effects of COVID-19.

in the final evaluation ratings table as item C. Where a project has been rated as facing either an Unfavourable or Highly Unfavourable external operating context, and/or a negative external event has occurred during project implementation, the ratings for Effectiveness, Efficiency and/or Sustainability may be increased at the discretion of the Evaluation Consultant and Evaluation Manager together. A justification for such an increase must be given.

d. Effectiveness

i. Availability of Outputs⁷⁹

The Evaluation will assess the project's success in producing the programmed outputs and making them available to the intended beneficiaries as well as its success in achieving milestones as per the project design document (ProDoc). Any *formal* modifications/revisions made during project implementation will be considered part of the project design. Where the project outputs are inappropriately or inaccurately stated in the ProDoc, reformulations may be necessary in the reconstruction of the Theory of Change (TOC). In such cases a table should be provided showing the original and the reformulation of the outputs for transparency.

The availability of outputs will be assessed in terms of both quantity and quality, and the assessment will consider their ownership by, and usefulness to, intended beneficiaries and the timeliness of their provision. It is noted that emphasis is placed on the performance of those outputs that are most important to achieve outcomes. The Evaluation will briefly explain the reasons behind the success or shortcomings of the project in delivering its programmed outputs and meeting expected quality standards.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision⁸⁰

ii. Achievement of Project Outcomes⁸¹

The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed⁸² Theory of Change. These are outcomes that are intended to be achieved by the end of the project timeframe and within the project's resource envelope. Emphasis is placed on the achievement of project outcomes that are most important for attaining intermediate states. As with outputs, a table can be used where substantive amendments to the formulation of project outcomes is necessary to allow for an assessment of performance. The Evaluation should report evidence of attribution between UNEP's intervention and the project outcomes. In cases of normative work or where several actors are collaborating to achieve common outcomes, evidence of the nature and magnitude of UNEP's 'substantive contribution' should be included and/or 'credible association' established between project efforts and the project outcomes realised.

Factors affecting this criterion may include:

⁷⁹ Outputs are the availability (for intended beneficiaries/users) of new products and services and/or gains in knowledge, abilities and awareness of individuals or within institutions (UNEP, 2019)

⁸⁰ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP.

⁸¹ Outcomes are the use (i.e. uptake, adoption, application) of an output by intended beneficiaries, observed as changes in institutions or behavior, attitude or condition (UNEP, 2019)

⁸² All submitted UNEP project documents are required to present a Theory of Change with all submitted project designs. The level of 'reconstruction' needed during an evaluation will depend on the quality of this initial TOC, the time that has lapsed between project design and implementation (which may be related to securing and disbursing funds) and the level of any formal changes made to the project design.

- Quality of project management and supervision
- Stakeholders' participation and cooperation
- Responsiveness to human rights and gender equality
- Communication and public awareness

iii. **Likelihood of Impact**

Based on the articulation of long-lasting effects in the reconstructed TOC (*i.e. from project outcomes, via intermediate states, to impact*), the Evaluation will assess the likelihood of the intended, positive impacts becoming a reality. Project objectives or goals should be incorporated in the TOC, possibly as intermediate states or long-lasting impacts. The Evaluation Office's approach to the use of TOC in project evaluations is outlined in a guidance note available and is supported by an excel-based flow chart, 'Likelihood of Impact Assessment Decision Tree'. Essentially the approach follows a 'likelihood tree' from project outcomes to impacts, taking account of whether the assumptions and drivers identified in the reconstructed TOC held. Any unintended positive effects should also be identified and their causal linkages to the intended impact described.

The Evaluation will also consider the likelihood that the intervention may lead, or contribute to, unintended negative effects (e.g. will vulnerable groups such as those living with disabilities and/or women and children, be disproportionately affected by the project?). Some of these potential negative effects may have been identified in the project design as risks or as part of the analysis of Environmental and Social Safeguards. The Evaluation will consider the extent to which the project has played a catalytic role⁸³ or has promoted scaling up and/or replication as part of its Theory of Change (either explicitly as in a project with a demonstration component or implicitly as expressed in the drivers required to move to outcome levels) and as factors that are likely to contribute to greater or long-lasting impact.

Ultimately UNEP and all its partners aim to bring about benefits to the environment and human well-being. Few projects are likely to have impact statements that reflect such long-lasting or broad-based changes. However, the Evaluation will assess the likelihood of the project to make a substantive contribution to the long-lasting changes represented by the Sustainable Development Goals and/or the intermediate-level results reflected in UNEP's Expected Accomplishments and the strategic priorities of funding partner(s).

Factors affecting this criterion may include:

- Quality of Project Management and Supervision (including adaptive management)
- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality
- Country ownership and driven-ness
- Communication and public awareness

⁸³ *The terms catalytic effect, scaling up and replication are inter-related and generally refer to extending the coverage or magnitude of the effects of a project. Catalytic effect is associated with triggering additional actions that are not directly funded by the project – these effects can be both concrete or less tangible, can be intentionally caused by the project or implied in the design and reflected in the TOC drivers, or can be unintentional and can rely on funding from another source or have no financial requirements. Scaling up and Replication require more intentionality for projects, or individual components and approaches, to be reproduced in other similar contexts. Scaling up suggests a substantive increase in the number of new beneficiaries reached/involved and may require adapted delivery mechanisms while Replication suggests the repetition of an approach or component at a similar scale but among different beneficiaries. Even with highly technical work, where scaling up or replication involves working with a new community, some consideration of the new context should take place and adjustments made as necessary.*

e. Financial Management

Financial management will be assessed under three themes: *adherence* to UNEP's financial policies and procedures, *completeness* of financial information and *communication* between financial and project management staff. The Evaluation will establish the actual spend across the life of the project of funds secured from all donors. This expenditure will be reported, where possible, at output/component level and will be compared with the approved budget.

The Evaluation will verify the application of proper financial management standards and adherence to UNEP's financial management policies. Any financial management issues that have affected the timely delivery of the project or the quality of its performance will be highlighted. The Evaluation will record where standard financial documentation is missing, inaccurate, incomplete or unavailable in a timely manner.

The Evaluation will assess the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project and the needs of a responsive, adaptive management approach.

Factors affecting this criterion may include:

- Preparation and readiness
- Quality of project management and supervision

f. Efficiency

Under the efficiency criterion the Evaluation will assess the extent to which the project delivered maximum results from the given resources. This will include an assessment of the cost-effectiveness and timeliness of project execution.

Focusing on the translation of inputs into outputs, cost-effectiveness is the extent to which an intervention has achieved, or is expected to achieve, its results at the lowest possible cost. Timeliness refers to whether planned activities were delivered according to expected timeframes as well as whether events were sequenced efficiently.

The Evaluation will also assess to what extent any project extension could have been avoided through stronger project management and identify any negative impacts caused by project delays or extensions. The Evaluation will describe any cost or time-saving measures put in place to maximise results within the secured budget and agreed project timeframe and consider whether the project was implemented in the most efficient way compared to alternative interventions or approaches.

The Evaluation will give special attention to efforts made by the project teams during project implementation to make use of/build upon pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities⁸⁴ with other initiatives, programmes and projects etc. to increase project efficiency.

The factors underpinning the need for any project extensions will also be explored and discussed. As management or project support costs cannot be increased in cases of 'no cost extensions', such extensions represent an increase in unstated costs to implementing parties.

Factors affecting this criterion may include:

- Preparation and readiness (e.g. timeliness)
- Quality of project management and supervision
- Stakeholders participation and cooperation

⁸⁴ Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.

g. Monitoring and Reporting

The Evaluation will assess monitoring and reporting across three sub-categories: monitoring design and budgeting, monitoring implementation and project reporting.

i. Monitoring Design and Budgeting

Each project should be supported by a sound monitoring plan that is designed to track progress against SMART⁸⁵ results towards the provision of the project's outputs and achievement of project outcomes, including at a level disaggregated by gender, marginalisation or vulnerability, including those living with disabilities. In particular, the Evaluation will assess the relevance and appropriateness of the project indicators as well as the methods used for tracking progress against them as part of conscious results-based management. The Evaluation will assess the quality of the design of the monitoring plan as well as the funds allocated for its implementation. The adequacy of resources for Mid-Term and Terminal Evaluation/Review should be discussed if applicable.

ii. Monitoring of Project Implementation

The Evaluation will assess whether the monitoring system was operational and facilitated the timely tracking of results and progress towards projects objectives throughout the project implementation period. This assessment will include consideration of whether the project gathered relevant and good quality baseline data that is accurately and appropriately documented. This should include monitoring the representation and participation of disaggregated groups (including gendered, marginalised or vulnerable groups, such as those living with disabilities) in project activities. It will also consider the quality of the information generated by the monitoring system during project implementation and how it was used to adapt and improve project execution, achievement of outcomes and ensure sustainability. The Evaluation should confirm that funds allocated for monitoring were used to support this activity.

The performance at project completion against Core Indicator Targets should be reviewed. For projects approved prior to GEF-7, these indicators will be identified retrospectively and comments on performance provided.

iii. Project Reporting

UNEP has a centralised project information management system (Anubis) in which project managers upload six-monthly progress reports against agreed project milestones. This information will be provided to the Evaluation Consultant(s) by the Evaluation Manager. Some projects have additional requirements to report regularly to funding partners, which will be supplied by the project team (e.g. the Project Implementation Reviews and Tracking Tool for GEF-funded projects). The Evaluation will assess the extent to which both UNEP and donor reporting commitments have been fulfilled. Consideration will be given as to whether reporting has been carried out with respect to the effects of the initiative on disaggregated groups.

Factors affecting this criterion may include:

- Quality of project management and supervision
- Responsiveness to human rights and gender equality (e.g disaggregated indicators and data)

h. Sustainability

⁸⁵ SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.

Sustainability⁸⁶ is understood as the probability of the benefits derived from the achievement of project outcomes being maintained and developed after the close of the intervention. The Evaluation will identify and assess the key conditions or factors that are likely to undermine or contribute to the endurance of achieved project outcomes (i.e. 'assumptions' and 'drivers'). Some factors of sustainability may be embedded in the project design and implementation approaches while others may be contextual circumstances or conditions that evolve over the life of the intervention. Where applicable an assessment of bio-physical factors that may affect the sustainability of project outcomes may also be included.

i. Socio-political Sustainability

The Evaluation will assess the extent to which social or political factors support the continuation and further development of the benefits derived from project outcomes. It will consider the level of ownership, interest and commitment among government and other stakeholders to take the project achievements forwards. In particular the Evaluation will consider whether individual capacity development efforts are likely to be sustained.

ii. Financial Sustainability

Some project outcomes, once achieved, do not require further financial inputs, e.g. the adoption of a revised policy. However, in order to derive a benefit from this outcome further management action may still be needed e.g. to undertake actions to enforce the policy. Other project outcomes may be dependent on a continuous flow of action that needs to be resourced for them to be maintained, e.g. continuation of a new natural resource management approach. The Evaluation will assess the extent to which project outcomes are dependent on future funding for the benefits they bring to be sustained. Secured future funding is only relevant to financial sustainability where a project's outcomes have been extended into a future project phase. Even where future funding has been secured, the question still remains as to whether the project outcomes are financially sustainable.

iii. Institutional Sustainability

The Evaluation will assess the extent to which the sustainability of project outcomes (especially those relating to policies and laws) is dependent on issues relating to institutional frameworks and governance. It will consider whether institutional achievements such as governance structures and processes, policies, sub-regional agreements, legal and accountability frameworks etc. are robust enough to continue delivering the benefits associated with the project outcomes after project closure. In particular, the Evaluation will consider whether institutional capacity development efforts are likely to be sustained.

Factors affecting this criterion may include:

- Stakeholders participation and cooperation
- Responsiveness to human rights and gender equality (e.g. where interventions are not inclusive, their sustainability may be undermined)
- Communication and public awareness
- Country ownership and driven-ness

i. Factors Affecting Project Performance and Cross-Cutting Issues

These factors are rated in the ratings table but are discussed within the Main Evaluation Report as cross-cutting themes as appropriate under the other evaluation criteria, above. If these issues have not been addressed under the evaluation criteria above, then independent summaries of their status within the evaluated project should be given.

⁸⁶ As used here, 'sustainability' means the long-lasting maintenance of outcomes and consequent impacts, whether environmental or not. This is distinct from the concept of sustainability in the terms 'environmental sustainability' or 'sustainable development', which imply 'not living beyond our means' or 'not diminishing global environmental benefits' (GEF STAP Paper, 2019, *Achieving More Enduring Outcomes from GEF Investment*)

i. Preparation and Readiness

This criterion focuses on the inception or mobilisation stage of the project (i.e. the time between project approval and first disbursement). The Evaluation will assess whether appropriate measures were taken to either address weaknesses in the project design or respond to changes that took place between project approval, the securing of funds and project mobilisation. In particular the Evaluation will consider the nature and quality of engagement with stakeholder groups by the project team, the confirmation of partner capacity and development of partnership agreements as well as initial staffing and financing arrangements. *(Project preparation is included in the template for the assessment of Project Design Quality).*

iv. Quality of Project Management and Supervision

In some cases 'project management and supervision' may refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects⁸⁷, it may refer to the project management performance of the executing agency and the technical backstopping and supervision provided by UNEP. The performance of parties playing different roles should be discussed and a rating provided for both types of supervision (UNEP/Partner/Executing Agency) and the overall rating for this sub-category established as a simple average of the two.

The Evaluation will assess the effectiveness of project management with regard to: providing leadership towards achieving the planned outcomes; managing team structures; maintaining productive partner relationships (including Steering Groups etc.); maintaining project relevance within changing external and strategic contexts; communication and collaboration with UNEP colleagues; risk management; use of problem-solving; project adaptation and overall project execution. Evidence of adaptive management should be highlighted.

v. Stakeholder Participation and Cooperation

Here the term 'stakeholder' should be considered in a broad sense, encompassing all project partners, duty bearers with a role in delivering project outputs and target users of project outputs and any other collaborating agents external to UNEP and the Executing Agency. The assessment will consider the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders, including sharing plans, pooling resources and exchanging learning and expertise. The inclusion and participation of all differentiated groups, including gender groups should be considered.

The progress, challenges and outcomes regarding engagement of stakeholders in the project/program occurring since the MTR should be reviewed. *(This should be based on the description included in the Stakeholder Engagement Plan or equivalent documentation submitted at CEO Endorsement/Approval).*

vi. Responsiveness to Human Rights and Gender Equality

The Evaluation will ascertain to what extent the project has applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People.

⁸⁷ For GEF funded projects, a rating will be provided for the Project Management and Supervision of each of the Implementing and Executing Agencies. The two ratings will be aggregated to provided an overall rating for Quality of Project Management and Supervision

Within this human rights context the Evaluation will assess to what extent the intervention adheres to UNEP's Policy and Strategy for Gender Equality and the Environment⁸⁸.

In particular the Evaluation will consider to what extent project-implementation and monitoring have taken into consideration: (i) possible inequalities (especially those related to gender) in access to, and the control over, natural resources; (ii) specific vulnerabilities of disadvantaged groups (especially women, youth and children and those living with disabilities) to environmental degradation or disasters; and (iii) the role of disadvantaged groups (especially those related to gender) in mitigating or adapting to environmental changes and engaging in environmental protection and rehabilitation.

The completed gender-responsive measures and, if applicable, actual gender result areas should be reviewed. (This should be based on the documentation at CEO Endorsement/Approval, including gender-sensitive indicators contained in the project results framework or gender action plan or equivalent).

vii. Environmental and Social Safeguards

UNEP projects address environmental and social safeguards primarily through the process of environmental and social screening at the project approval stage, risk assessment and management (avoidance, minimization, mitigation or, in exceptional cases, offsetting) of potential environmental and social risks and impacts associated with project and programme activities. The Evaluation will confirm whether UNEP requirements⁸⁹ were met to: *review* risk ratings on a regular basis; *monitor* project implementation for possible safeguard issues; *respond* (where relevant) to safeguard issues through risk avoidance, minimization, mitigation or offsetting and *report* on the implementation of safeguard management measures taken. UNEP requirements for proposed projects to be screened for any safeguarding issues; for sound environmental and social risk assessments to be conducted and initial risk ratings to be assigned are evaluated above under Quality of Project Design).

The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint. Implementation of the management measures against the Safeguards Plan submitted at CEO Approval should be reviewed, the risk classifications verified and the findings of the effectiveness of any measures or lessons learned taken to address identified risks assessed. Any supporting documents gathered by the Consultant should be shared with the Task Manager.

viii. Country Ownership and Driven-ness

The Evaluation will assess the quality and degree of engagement of government / public sector agencies in the project. While there is some overlap between Country Ownership and Institutional Sustainability, this criterion focuses primarily on the forward momentum of the intended projects results, i.e. either a) moving forwards from outputs to project outcomes or b) moving forward from project outcomes towards intermediate states. The Evaluation will consider the engagement not only of those directly involved in project execution and those participating in technical or leadership groups, but also those official representatives whose cooperation is needed for change to be embedded in their respective institutions and offices (e.g. representatives from multiple sectors or relevant ministries beyond Ministry of Environment). This factor is concerned with the level of ownership generated by the

⁸⁸The Evaluation Office notes that Gender Equality was first introduced in the UNEP Project Review Committee Checklist in 2010 and, therefore, provides a criterion rating on gender for projects approved from 2010 onwards. Equally, it is noted that policy documents, operational guidelines and other capacity building efforts have only been developed since then and have evolved over time. https://wedocs.unep.org/bitstream/handle/20.500.11822/7655/-Gender_equality_and_the_environment_Policy_and_strategy-2015Gender_equality_and_the_environment_policy_and_strategy.pdf.pdf?sequence=3&isAllowed=y

⁸⁹For the review of project concepts and proposals, the Safeguard Risk Identification Form (SRIF) was introduced in 2019 and replaced the Environmental, Social and Economic Review note (ESERN), which had been in place since 2016. In GEF projects safeguards have been considered in project designs since 2011.

project over outputs and outcomes and that is necessary for long-lasting impact to be realised. Ownership should extend to all gendered and marginalised groups.

ix. Communication and Public Awareness

The Evaluation will assess the effectiveness of: a) communication of learning and experience sharing between project partners and interested groups arising from the project during its life and b) public awareness activities that were undertaken during the implementation of the project to influence attitudes or shape behaviour among wider communities and civil society at large. The Evaluation should consider whether existing communication channels and networks were used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established. Where knowledge sharing platforms have been established under a project the Evaluation will comment on the sustainability of the communication channel under either socio-political, institutional or financial sustainability, as appropriate.

The project's completed Knowledge Management Approach, including: Knowledge and Learning Deliverables (e.g. website/platform development); Knowledge Products/Events; Communication Strategy; Lessons Learned and Good Practice; Adaptive Management Actions should be reviewed. This should be based on the documentation approved at CEO Endorsement/Approval.

Section 3. EVALUATION APPROACH, METHODS AND DELIVERABLES

The Terminal Evaluation will be an in-depth evaluation using a participatory approach whereby key stakeholders are kept informed and consulted throughout the evaluation process. Both quantitative and qualitative evaluation methods will be used as appropriate to determine project achievements against the expected outputs, outcomes and impacts. It is highly recommended that the consultant(s) maintains close communication with the project team and promotes information exchange throughout the Evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings. Where applicable, the consultant(s) will provide a geo-referenced map that demarcates the area covered by the project and, where possible, provide geo-reference photographs of key intervention sites (e.g. sites of habitat rehabilitation and protection, pollution treatment infrastructure, etc.)

The findings of the Evaluation will be based on the following:

i. A desk review of:

- Relevant background documentation, inter alia [list];
- Project design documents (including minutes of the project design review meeting at approval); Annual Work Plans and Budgets or equivalent, revisions to the project (Project Document Supplement), the logical framework and its budget;
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool etc.;
- Project deliverables: [list];
- Mid-Term Review or Mid-Term Evaluation of the project;
- Evaluations/reviews of similar projects.

ii. Interviews (individual or in group) with:

- UNEP Task Manager (TM);
- Project management team, including the Project Manager within the Executing Agency, where appropriate;
- UNEP Fund Management Officer (FMO);

- Portfolio Manager and Sub-Programme Coordinator, where appropriate;
- Project partners, including [list];
- Relevant resource persons;
- Representatives from civil society and specialist groups (such as women's, farmers and trade associations etc).
-
- iii. **Surveys: to be determined**
- iv. **Field visits: to be determined in the evaluation inception stage**
- v. **Other data collection tools: to be determined**

K. Section 3. Evaluation Approach, Methods and Deliverables

The Evaluation Consultant will prepare:

- **Inception Report:** (see Annex 1 for a list of all templates, tables and guidance notes) containing an assessment of project design quality, a draft reconstructed Theory of Change of the project, project stakeholder analysis, evaluation framework and a tentative evaluation schedule.
- **Preliminary Findings Note:** typically in the form of a PowerPoint presentation, the sharing of preliminary findings is intended to support the participation of the project team, act as a means to ensure all information sources have been accessed and provide an opportunity to verify emerging findings. In the case of highly strategic project/portfolio evaluations or evaluations with an Evaluation Reference Group, the preliminary findings may be presented as a word document for review and comment.
- **Draft and Final Evaluation Report:** containing an executive summary that can act as a stand-alone document; detailed analysis of the evaluation findings organised by evaluation criteria and supported with evidence; lessons learned and recommendations and an annotated ratings table.

An **Evaluation Brief**, (a 2-page overview of the evaluand and key evaluation findings) for wider dissemination through the UNEP website may be required. This will be discussed with the Evaluation Manager no later than during the finalization of the Inception Report.

Review of the Draft Evaluation Report. The Evaluation Consultant(s) will submit a draft report to the Evaluation Manager and revise the draft in response to their comments and suggestions. Once a draft of adequate quality has been peer-reviewed and accepted, the Evaluation Manager will share the cleared draft report with the Task Manager and Project Manager, who will alert the Evaluation Manager in case the report contains any blatant factual errors. The Evaluation Manager will then forward the revised draft report (corrected by the Evaluation Consultant(s) where necessary) to other project stakeholders, for their review and comments. Stakeholders may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions as well as providing feedback on the proposed recommendations and lessons. Any comments or responses to draft reports will be sent to the Evaluation Manager for consolidation. The Evaluation Manager will provide all comments to the Evaluation Consultant(s) for consideration in preparing the final report, along with guidance on areas of contradiction or issues requiring an institutional response.

Based on a careful review of the evidence collated by the Evaluation Consultants and the internal consistency of the report, the Evaluation Manager will provide an assessment of the ratings in the final evaluation report. Where there are differences of opinion between the evaluator and the Evaluation Manager on project ratings, both viewpoints will be clearly presented in the final report. The Evaluation Office ratings will be considered the final ratings for the project.

The Evaluation Manager will prepare a **quality assessment** of the first draft of the Main Evaluation Report, which acts as a tool for providing structured feedback to the Evaluation Consultant(s). The quality of the final report will be assessed and rated against the criteria specified in template listed in Annex 1 and this assessment will be appended to the Final Evaluation Report.

At the end of the evaluation process, the Evaluation Office will prepare a **Recommendations Implementation Plan** in the format of a table, to be completed and updated at regular intervals by the Task Manager. The Evaluation Office will track compliance against this plan on a six-monthly basis for a maximum of 12 months.

K. The Evaluation Consultant

For this Evaluation, the Evaluation Team will consist of an Evaluation Specialist who will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager [Susan Mugwe], in consultation with the UNEP Task Manager [Ersin Esen], Fund Management Officer [George Saddimbah] and the Sub-programme Coordinators of the Healthy and Productive Ecosystems [Marieta Sakalian].

The consultant will liaise with the Evaluation Manager on any procedural and methodological matters related to the Evaluation, including travel. It is, however, each consultant's individual responsibility (where applicable) to arrange for their visas and immunizations as well as to plan meetings with stakeholders, organize online surveys, obtain documentary evidence and any other logistical matters related to the assignment. The UNEP Task Manager and project team will, where possible, provide logistical support (introductions, meetings etc.) allowing the consultants to conduct the Evaluation as efficiently and independently as possible.

The Evaluation Specialist will be hired over a period of 6 months [October 2022 to March 2023] and should have the following:

- A university degree in environmental sciences, tropical ecology, biodiversity conservation and land use planning initiatives, public policy or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable;
- A minimum of 10 years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach;
- A good/broad understanding of the environmental, social and political context and challenges of the Balkan Peninsula is desired;
- English and French are the working languages of the United Nations Secretariat. For this consultancy, fluency in oral and written English is a requirement.
- Working knowledge of the UN system and specifically the work of UNEP is an added advantage.

The work will be home-based with possible field visits if the Covid19 situation permits.

The Evaluation Specialist will be responsible, in close consultation with the Evaluation Office of UNEP for overall management of the Evaluation and timely provision of its outputs, described above in Section 11 Evaluation Deliverables, above, make substantive and high- quality contributions to the evaluation process and outputs. The Consultant will ensure together that all evaluation criteria and questions are adequately covered.

In close consultation with the Evaluation Manager, the Evaluation Consultant will be responsible for the overall management of the Evaluation and timely provision of its outputs, data collection and analysis, and report writing. More specifically, the Evaluation Consultant will undertake the following:

Inception phase of the Evaluation, including:

- preliminary desk review and introductory interviews with project staff;
- draft the reconstructed Theory of Change of the project;
- prepare the evaluation framework;
- develop the desk review and interview protocols;
- draft the survey protocols (if relevant);
- develop and present criteria for country and/or site selection for the evaluation mission;
- plan the evaluation schedule;
- prepare the Inception Report, incorporating comments until approved by the Evaluation Manager

Data collection and analysis phase of the Evaluation, including:

- conduct further desk review and in-depth interviews with project implementing and executing agencies, project partners and project stakeholders;
- (where appropriate and agreed) conduct an evaluation mission(s) to selected countries, visit the project locations, interview project partners and stakeholders, including a good representation of local communities. Ensure independence of the Evaluation and confidentiality of evaluation interviews.
- regularly report back to the Evaluation Manager on progress and inform of any possible problems or issues encountered; and
- keep the Project/Task Manager informed of the evaluation progress.

Reporting phase, including:

- draft the Main Evaluation Report, ensuring that the evaluation report is complete, coherent and consistent with the Evaluation Manager guidelines both in substance and style;
- liaise with the Evaluation Manager on comments received and finalize the Main Evaluation Report, ensuring that comments are taken into account until approved by the Evaluation Manager
- prepare a Response to Comments annex for the main report, listing those comments not accepted by the Evaluation Consultant and indicating the reason for the rejection; and
- (where agreed with the Evaluation Manager) prepare an Evaluation Brief (2-page summary of the evaluand and the key evaluation findings and lessons)

Managing relations, including:

- maintain a positive relationship with evaluation stakeholders, ensuring that the evaluation process is as participatory as possible but at the same time maintains its independence;
- communicate in a timely manner with the Evaluation Manager on any issues requiring its attention and intervention.

L. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Milestone	Tentative Dates
Evaluation Initiation Meeting	1 st October 2022
Document review	5 th October 2022
Inception Report	19 th October 2022
Evaluation Field Mission & stakeholder interviews	26 th October to 14 th November 2022
Virtual stakeholder interviews	17 th November 2022
Evaluation report writing	24 th November 2022
Submission of 1st draft of final report	23 rd December 2022
Internal review of draft of final report (Evaluation Manager, Peer reviewer and project team)	5 th January to 27 th January 2023
Submission of updated draft final report	17 th February 2023
PowerPoint/presentation on preliminary findings and recommendations (validation meeting)	22 nd February 2023
Updating of draft final report based on feedback from validation meeting	23 rd February 2023
Submission of updated report	3 rd March 2023
Final internal review/management responses received (Evaluation Manager, Peer reviewer and project team)	17 th March 2023
Consultant's reaction to management responses	24 th March 2023
Plan for recommendations plan submitted by project team	29 th March 2023
Wider dissemination of final report	31 st March 2023

M. Contractual Arrangements

Evaluation Consultants will be selected and recruited by the Evaluation Office of UNEP under an individual Special Service Agreement (SSA) on a "fees only" basis (see below). By signing the service contract with UNEP /UNON, the consultant(s) certify that they have not been associated with the design and implementation of the project in any way which may jeopardize their independence and impartiality towards project achievements and project partner performance. In addition, they will not have any future interests (within six months after completion of the contract) with the project's executing or implementing units. All consultants are required to sign the Code of Conduct Agreement Form.

Fees will be paid on an instalment basis, paid on acceptance by the Evaluation Manager of expected key deliverables. The schedule of payment is as follows:

Schedule of Payment for the [Evaluation Consultant]:

Deliverable	Percentage Payment
Approved Inception Report (as per annex document #9)	30%
Approved Draft Main Evaluation Report (as per annex document #10)	30%
Approved Final Main Evaluation Report	40%

Fees only contracts: Where applicable, air tickets will be purchased by UNEP and 75% of the Daily Subsistence Allowance for each authorised travel mission will be paid up front. Local in-country travel will only be reimbursed where agreed in advance with the Evaluation Manager and on the production of acceptable receipts. Terminal expenses and residual DSA entitlements (25%) will be paid after mission completion.

The consultants may be provided with access to UNEP's information management systems (e.g PIMS, Anubis, Sharepoint etc) and if such access is granted, the consultants agree not to disclose information from that system to third parties beyond information required for, and included in, the evaluation report.

In case the consultants are not able to provide the deliverables in accordance with these guidelines, and in line with the expected quality standards by the UNEP Evaluation Office, payment may be withheld at the discretion of the Director of the Evaluation Office until the consultants have improved the deliverables to meet UNEP's quality standards.

If the consultant(s) fail to submit a satisfactory final product to UNEP in a timely manner, i.e. before the end date of their contract, the Evaluation Office reserves the right to employ additional human resources to finalize the report, and to reduce the consultants' fees by an amount equal to the additional costs borne by the Evaluation Office to bring the report up to standard.

ANNEX VI. EVALUATION FRAMEWORK

An evaluation matrix is prepared for this TE which is structured along the nine evaluation criteria as set out within the ToR for the project, namely:

- Strategic Relevance (REL); (a) alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities, (b) alignment to Donor/GEF/Partner Strategic Priorities. (c) Relevance to Global, Regional, Sub-regional and National Environmental Priorities. (d) Complementarity with Relevant Existing Interventions/Coherence.
- Quality of Project Design (QPD);
- Nature of External Context (NEC);
- Effectiveness (EFFE); (a) Delivery of Outputs, b) Achievement of Outcomes and c) Likelihood of Impact).
- Financial Management (FM) (a) completeness of financial information (b) communication between finance and project management staff.
- Efficiency (EFFI);
- Monitoring and Reporting (M&R) (a) monitoring design and budgeting b) monitoring of project implementation c) Project Reporting.
- Sustainability (SUST) (a) socio-political sustainability (b) financial sustainability (c) institutional sustainability.
- Factors Affecting Performance and Cross Cutting Issues (FAP) (a) preparation and readiness b) quality of project management and supervision c) stakeholders participation and cooperation d) responsiveness to human rights and gender equity e) environmental and social safeguards f) country ownership and drive-ness g) communication and public awareness.

The evaluation matrix tables below (plus data collection tools to be used) serve as a general guide for this TE. It is independent to Appendix B criteria⁹⁰ as this is specifically designed to provide direction for the interview phase; particularly for the collection of relevant data. It is designed to provide overall direction for the evaluation and shall be used as a basis for interviewing people and reviewing project documents. It should be noted that some of the above 9 criteria (in the tables below) are amalgamated in terms of questions, though these shall be disaggregated accordingly during Draft TE Report production as requested in the ToR for the Draft and Final TE.

Finally, it shall also provide a basis for structuring the Draft and Final TE reports (timelines for these reports are set out in Section 7). The “Weightings of Ratings” Matrix adopted (describing the ratings by criteria and evaluation, according to the ToR) is presented below as an example.

⁹⁰ “Completed Assessment of the Project Design Quality” which is set by UNEP as part of this ToR to assess Project Design scores prior to the filed missions (requested to be completed during the Inception Phase).

Evaluated Component (Key Question)	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (1) Strategic Relevance (REL) - assessment of the complementarity of the project with other interventions addressing the needs of target groups				
<p>To what extent did the project align to:</p> <p>(i) Global/Regional/national mechanisms for collecting, managing and using data on climate change,</p> <p>(ii) Global/Regional/national development plans and policies on issues linked to biodiversity conservation/PAs,</p> <p>(iii) improved multi-sectoral/departmental integration of these plans and policies?</p> <p>Were the project's objectives and implementation strategies consistent with global, regional and national environmental and biodiversity conservation/PA issues and needs?</p> <p>Was the project aligned with UNEP and GEF strategies?</p> <p>Was the project aligned with relevant global processes?</p>	<p>Has the project, and its focused project activities, helped to address specific country biodiversity conservation/PAs needs?</p>	<p>REL 1 – donor complementarity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Level of coherence between project objectives and those of donor agency mandates on biodiversity conservation/PAs etc. <input type="checkbox"/> Degree to which project was coherent and complementary to other donor programming in biodiversity conservation/PAs and livelihood security issues. 	<ul style="list-style-type: none"> <input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies or related to coastal environment and climate change more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Important national resource persons <input type="checkbox"/> Government websites <input type="checkbox"/> MTR <input type="checkbox"/> UNEP reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E) 	<p>Documents analyses</p> <p>Interviews with government officials and other partners</p> <p>Interviews with Project Beneficiaries</p> <p>Data analysis</p>
	<p>Have the planned activities and expected results and outcomes been designed to be consistent with the overall global/regional/national goals?</p>	<p>REL 2 – global/regional priorities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Degree to which the project supports regional/global biodiversity conservation/PA objectives, priorities, policies and strategies; <input type="checkbox"/> Degree of coherence between the project and global/regional priorities, policies and strategies in the area of biodiversity conservation/PAs etc; 		
	<p>Are the project results consistent with what your country intended at the outset of the project?</p>	<p>REL 3 – national context and priorities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Extent to which the project is actually implemented in line with financial commitments and national development plans/priorities to biodiversity conservation/PAs at the national level. <input type="checkbox"/> Strength of the link between expected results from the Project and the needs of target beneficiaries <input type="checkbox"/> Degree of involvement and inclusiveness of beneficiaries and stakeholders in Project design and implementation 		
	<p>To what extent are the project results complementary to other donor activities / interventions?</p>			
	<p>Should the project activities / results have been adjusted, eliminated or new ones added in light of new needs, priorities and policies in each pilot nation (including gender and human rights issues)?</p>			

Evaluated Component (Key Question)	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Did the project consider gender related issues in its design?				

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (2) Quality of Project Design (QPD) - To what extent has the Project Design influenced outcome success? (see also findings presented in Appendix B)				
What are the project's strengths and weaknesses and risks and were these identified at the design stage?	Outline what stakeholder participation and cooperation took place at the Project Design phase?	QPD 1 – project design Level of coherence between Project expected results and Project design internal logic;	<input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement biodiversity conservation/PAs more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Government websites <input type="checkbox"/> MTR <input type="checkbox"/> UN Environment reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are	Documents analyses
	How much attention was placed on the importance and responsiveness to human rights and gender equity at the Project Design phase?	Level of coherence between Project implementation approach and Project design; Completeness of risk identification and assumptions during Project planning		Interviews with government officials and other partners
		QPD 2 – Design efficiencies Occurrence of change in Project design / implementation approach (i.e. restructuring) when needed to improve project efficiency; Number/quality of analyses done to assess local capacity potential and absorptive capacity.		Interviews with Project Beneficiaries Data analysis Research findings

			presented in Appendix E)	
--	--	--	--------------------------	--

Evaluated Component (Key Question)	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (3) Nature of External Context (NEC) - any project impacts by political or military conflict, natural disasters and / or social upheaval events				
Define the project's external operating context in terms of whether the project has been impacts by political or military conflict, natural disasters and / or social upheaval events.	Has the project, been impacted by political unrest and has this affected project outcomes?	NEC 1 – external context <input type="checkbox"/> Extent to which the project is actually impacted by political unrest. <input type="checkbox"/> Strength or magnitude of natural disaster events during the lifespan of the project. <input type="checkbox"/> Degree of political unrest which has impacted on project performance and implementation	<input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies or related to coastal environment and climate change more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Important national resource persons <input type="checkbox"/> Government websites <input type="checkbox"/> Mission Reports <input type="checkbox"/> UNEP reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E)	Documents analyses
	Have the planned activities and expected results and outcomes been affected by any military conflict which has affected the PA pilot sites?			Interviews with government officials and other partners
	Has the project, been impacted by any natural disasters over its duration which has affected project outcomes?			Interviews with Project Beneficiaries
	Has the project, been impacted by any social upheaval event (or similar) which has affected project outcomes and PA pilot sites in general?			Data analysis

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (4) Effectiveness (EFFE) - Achievement of Direct Outcomes, Delivery of outputs, and likelihoods of impact				
<p>How successful have the projects delivery of outputs and achievement of outcomes been attained and have then created an inclusive process to undertake biodiversity conservation/PA management?</p> <p>To what extent has the project outputs and delivery of outcomes been achieved?:</p> <p>(i) succeeded in developing biodiversity conservation/PAs practices leading to improvement of livelihoods, (ii) encourage ownership of these efforts with the local communities, governments and other interest groups, iv) put in place measures to encourage replicability and sustainability of these efforts?</p> <p>v) Supported improved management and using new knowledge/ information.</p> <p>Define the likelihood of impact and from this, the extent to which</p>	<p>Through visual inspection of the pilot sites, to what extent has the project enhanced institutional capacity for biodiversity conservation/PAs and has the project provided a catalytic role to support possible future replication efforts?</p>	<p>EFFE 1 – Achievement of project outcomes Increased institutional support at regional/national levels. Enhanced community resilience</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement biodiversity conservation/PAs approaches more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Government websites <input type="checkbox"/> MTR <input type="checkbox"/> UN Environment reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E) 	<p>Documents analyses</p> <p>Visual inspections of pilot sites</p>
	<p>Have project activities made, or are likely to make, communities more resilient and less vulnerable? If so how?</p> <p>What is the likelihood of replication or scaling up the activities within the project to other areas or within BiH?</p>	<p>EFFE 2 – Effectiveness of project outputs 1) long term research & monitoring& data management, 2)knowledge availability and awareness raising of EBA of different stakeholders, 3) policy mainstreaming, 4) school students and community participation; 5) new livelihoods options developed 6) effects of addressing adverse biodiversity related impacts.</p>		<p>Interviews with government officials and other partners</p> <p>Interviews with Project Beneficiaries</p> <p>Data analysis</p>
	<p>Has the project delivered any indirect or unidentified outcomes which may be possibly scaled up or replicated in the future?</p>	<p>EFFE 3 – Likelihood of impact Delivered poverty reduction Improved gender equality Country ownership and drive-ness Communication and public awareness</p>		<p>Research findings</p> <p>Focus group sessions with women</p>
	<p>To what extent does the project’s contribution improve livelihood security and poverty reduction for recipient</p>			

<p>the project has achieved the following:</p> <p>(i) tangible products/outputs that may be scaled up (deliverables) which have benefited local communities, provincial and national governments,</p> <p>(ii) effective medium to long term measures implemented in the project and</p> <p>(iii) sufficient measures that have helped to support achievement of the intended project outcomes?</p>	<p>communities at different levels? What should have been considered to have improved this situation?</p>			
	<p>Through focused discussion with womens' groups at the pilot PA sites, to what extent has the project's contribution focused on the need to better mainstream gender equality and human rights aspects (whether this was planned or unplanned)?</p>			
	<p>What are the major enabling/disabling factors that the project has faced? What extent the project is responsible to these changes / improvement?</p> <p>What lesson can be learnt from these interventions??</p>			

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (5) Financial Management (FIN) - How efficiently was the project implemented and were any changes required throughout the project duration?				
Outline how complete the financial information and communication has been between financial and project management staff?	Determine the actual spend across the life of the project of funds secured from all donors.	FIN 1 – financial spend What was the level of discrepancy (if any) between planned and utilized financial expenditures per outcome;	<input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement	Documents analyses Interviews with government
	Evaluate the success of the financial reporting process at			

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
	output level against the approved budget.	Cost spend in view of results achieved compared to costs of similar projects from other donors;	EbA/CCA or related to all ecosystems more generally	officials and other partners
	What was the level of communication between the Project/Task Manager and the Fund Management Officer as it relates to the effective delivery of the planned project?	Cost associated with delivery mechanisms and management structures compared to alternatives; FIN 2 – implementation of financial reporting (quality of performance)	<input type="checkbox"/> Key government officials and other partners	Interviews with Project Beneficiaries
	Have proper financial management standards been adhered to in line with UNEPs financial management policies?	Have any financial management issues affected the timely delivery of the project or the quality of its performance?	<input type="checkbox"/> Government websites <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> MTR <input type="checkbox"/> UN Environment reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E)	Data analysis Research findings

Evaluated Component	Sub-question	Range of potential Indicators (select most applicable)	Sources	Data Collection Method
Evaluation Criteria: (6) Efficiency (EFFI) - How efficiently was the project implemented and were any changes required throughout the project duration?				
<p>Has Project support been channelled in an efficient way?</p> <p>How efficient were partnership arrangements in terms of implementing the Project?</p> <p>What new coordination and communication mechanisms are in place to ensure a good flow of information and how could these be improved?</p> <p>How efficient was the project in terms of timeliness (project implementation issues -delays, extensions, etc).</p>	<p>Do you believe (based upon available evidence) that the activities undertaken were implemented cost efficiently when compared to alternatives or other projects of a similar nature?</p>	<p>EFFI 1 – financial spend What was the level of discrepancy (if any) between planned and utilized financial expenditures per outcome; Cost spend in view of results achieved compared to costs of similar projects from other donors;</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement EbA/CCA or related to all ecosystems more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Government websites <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> MTR <input type="checkbox"/> UN Environment reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E) 	<p>Documents analyses</p> <p>Interviews with government officials and other partners</p>
	<p>Did the project activities that were implemented overlap or duplicate other similar interventions taking place in the country (funded nationally and/or by other donors)?</p>	<p>Cost associated with delivery mechanisms and management structures compared to alternatives;</p>		<p>Interviews with Project Beneficiaries</p>
	<p>How efficient was the input from the project in aiding effective resolution of biodiversity conservation/PA related issues that were presented? Are there specific examples that demonstrate your reasoning on how the project can improve its efficiency?</p>	<p>EFFI 2 – project implementation quality Adequacy of PA pilot intervention choices in view of existing context, infrastructure and cost;</p> <p>EFFI 3 – Biodiversity conservation/PAs Efficiencies Are biodiversity conservation/PA interventions seen in longer timescales that builds on scientific understanding and long-term monitoring results?</p>		<p>Data analysis</p> <p>Research findings</p>

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (7) Monitoring and Reporting (M&R) - How effective was the project monitored and reported upon?				
<p>How has monitoring and reporting been attained across the following three sub-categories:</p> <p>a) monitoring design and budgeting,</p> <p>b) monitoring implementation</p> <p>c) project reporting</p>	<p>a) Does the project possess a sound monitoring plan that is designed to track progress against SMART indicators towards the achievement of the projects outputs and direct outcomes. If it does what is the quality and design of the monitoring plan and are sufficient funds allocated for its implementation? What are the adequacy of resources for mid-term and terminal evaluation/review?</p>	<p>M&R 1 – project feedback Existence, quality and use of M&E (in decision making process), feedback and dissemination mechanism to share findings, lessons learned and recommendation on efficiency of the project;</p> <p>M&R 2 – Gender Indicators Even though the project was developed before gender indicators were introduced in UNEP and GEF projects, does the monitoring plan possess any reference to indicators at a level disaggregated by gender, vulnerability or marginalisation? Also, are disaggregated groups (including gendered, vulnerable or marginalised groups) involved in project activities?</p> <p>M&R 3 – Supporting Sustainability Evidence that information generated by the monitoring system during project implementation is being used to adapt and improve project execution, achievement of outcomes and ensure sustainability.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement biodiversity conservation/PAs issues more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Government websites <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> MTR <input type="checkbox"/> UN Environment reports (PIRs etc) <input type="checkbox"/> Specific stakeholder names as key information sources are presented in Appendix E) 	<p>Documents analyses</p> <p>Interviews with government officials and other partners</p> <p>Interviews with Project Beneficiaries</p> <p>Data analysis</p> <p>Research findings</p>
	<p>b) Is the monitoring system operational and adequate enough to report of country PA pilot project problems in a timely manner? Is it facilitated the timely tracking of results and progress towards projects objectives</p>	<p>M&R 4 – Quality of reporting Quality of project management and supervision is of the required quality as anticipated at the project outset</p>		

	<p>throughout the project implementation period?</p>			
	<p>c) How was information and knowledge used within the UNEP centralised Project Information Management System (PIMS)? To what extent have both UNEP and donor reporting commitments have been fulfilled?</p>			

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
Evaluation Criteria: (8) Sustainability (SUST) - Are the initiatives and results of the Project allowing for continued benefits?				
<p>How successful was the project in creating an inclusive process to undertake biodiversity conservation/PA related interventions and planning? Has the project outcomes helped to leverage on existing or future projects and efforts?</p> <p>To what extent has the project achieved the following: (i) sustained results and upscaling by local communities, provincial and/or national governments, (ii) sustainability of medium to long term measures implemented in the project e.g. mangrove planting, and (iii) are there sufficient measures in place to enable and sustain these efforts?</p>	<p>1. What evidence so far is presented to suggest that the actions taken by the project will be sustained now that the project has finished?</p>	<p>SUST1 – building sustainability Evidence/Quality of a sustainability strategy;</p> <p>Evidence/Quality of steps taken for sustainability (ie: evidence of gap filling regarding capacity, knowledge, technology and awareness, policy mainstreaming etc);</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project documents <input type="checkbox"/> National policies and strategies to implement EbA or related to ecosystems more generally <input type="checkbox"/> Key government officials and other partners <input type="checkbox"/> Websites <input type="checkbox"/> Interviews with key beneficiaries to determine whether their behaviours changed as the project was being implemented? <p>Specific stakeholder names as key information</p>	<p>Documents analyses</p> <p>Interviews with government officials and other partners</p> <p>Interviews with Project Beneficiaries</p> <p>Data analysis</p> <p>Research findings</p>
	<p>2. Have appropriate institutional capacity, political commitment and resulting financial resources been allocated to support the future implementation of specific project activities in the demonstration pilot study areas?</p>	<p>Level and source of co-benefits offered (in addition to future financial support) e provided to relevant sectors and activities after Project termination?</p> <p>Level of recurrent costs after completion of Project and funding sources for those recurrent costs;</p>		
	<p>3. To what extent, has project been integrated into the day-to-day business practices of institutions and/or the target populations?</p>	<p>Existence of a strategy for financial sustainability of the project actions and activities;</p> <p>SUST2 – CCA institutionalisation and political sustainability Degree to which Project activities and results have been taken over by local counterparts or institutions/ organizations;</p>		
	<p>4. What lessons were learnt that can increase the sustainability of these pilot project efforts (positive or negative?).</p>	<p>Level of financial support provided to relevant sectors and activities by stakeholders after Project end;</p>		

Evaluated Component	Sub-question	Range of potential Indicators	Sources	Data Collection Method
		<p>Number/quality of replicated initiatives at national / local levels (linked to the EFFE criteria questions);</p> <p>SUST3 – Realising benefits Extent to which the outcomes rely on future financial resources or community co-benefits</p> <p>Realisation of the benefits of the project is clearly communicated at sector level and outcomes are being used (as a consequence) at the donor level.</p> <p>Activities undertaken by the recipient communities that don't need external financial assistance.</p>	sources are presented in Appendix E)	

Evaluated Component	Sub-question	Range of potential Indicators (select most applicable)	Sources	Data Collection Method
Evaluation Criteria: (9) Factors Affecting Performance (FAP) - What factors have influenced project performance and hence how activities carried out, in the context of the Project, were influenced in any way?				
<p>What factors are in play with regards to affecting project performance and have inhibited biodiversity conservation/PA success?</p> <p>To what extent has the project: (i) succeeded in developing biodiversity conservation/PAs practices for the various sectors leading to improvement of livelihoods, (ii) encourage ownership of these efforts with the local communities and other interest groups, and (iii) put in place measures to encourage replicability and sustainability of these efforts?</p> <p>How successful was the project in engaging stakeholders outside of the government system (i.e. NGOs, universities and research bodies, and local community groups) in efforts to increase resilience through biodiversity conservation/PA interventions?</p> <p>Did NGO/CSO involvement continue throughout the project?</p>	<p>1. How well has the project, and its defined interventions, been communicated to all governmental / institutional stakeholders and what challenges were faced to address this?</p>	<p>FAP1 : preparedness and readiness; (inception or mobilisation stage of the project (ie. the time between project approval and first disbursement)</p> <p>FAP 2: quality of project management and supervision; (supervision and guidance provided by UN Environment to implementing partners and national governments including longevity of staff memory or community commitment to continue with EbA measures)</p> <p>FAP 3: stakeholder participation; (the quality and effectiveness of all forms of communication and consultation with stakeholders throughout the project life and the support given to maximise collaboration and coherence between various stakeholders)</p> <p>FAP 4: responsiveness to human rights and gender equality; (has the project applied the UN Common Understanding on the human rights-based approach (HRBA) and the UN Declaration on the Rights of Indigenous People).</p> <p>FAP 5: country ownership and drive-ness; (quality and degree of engagement of</p>	<p><input type="checkbox"/> Project documents</p> <p><input type="checkbox"/> National policies and strategies to implement EbA or related to the wider ecosystems more generally</p> <p><input type="checkbox"/> Key government officials and other partners</p> <p><input type="checkbox"/> Government websites</p> <p><input type="checkbox"/> Key government officials and other partners</p> <p><input type="checkbox"/> MTR</p> <p><input type="checkbox"/> UN Environment reports (PIRs etc)</p> <p><input type="checkbox"/> Specific stakeholder</p>	<p>Documents analyses</p> <p>Interviews with government officials and other partners</p> <p>Interviews with Project Beneficiaries</p> <p>Data analysis</p> <p>Research findings</p>
	<p>2. Are there any sustainability factors (preparedness and readiness; quality of project management and supervision; stakeholder participation; responsiveness to human rights and gender equality; country ownership and drive-ness; communication and public awareness) that influenced or affected the achievement or non-achievement of the stated outputs/ results?</p>			

Evaluated Component	Sub-question	Range of potential Indicators (select most applicable)	Sources	Data Collection Method
		<p>government / public sector agencies in the project).</p> <p>FAP 6: communication and public awareness – (have existing communication channels and networks been used effectively, including meeting the differentiated needs of gendered or marginalised groups, and whether any feedback channels were established).</p>	<p>names as key information sources are presented in Appendix E)</p>	

ANNEX VII. PROJECT LOGICAL FRAMEWORK

The project will contribute to;

1. UNEP's Programme of Work (2016-2017): **Subprogramme 3 Ecosystem management, Expected accomplishment (a)** Use of the ecosystem approach in countries to maintain ecosystem services and sustainable productivity of terrestrial and aquatic systems is increased; **Indicator 4** Increased percentage of area managed using an ecosystem approach out of the total area covered by countries, with the assistance of UNEP.

2. UNEP's Programme of Work (2018-2019): **Subprogramme 3 Healthy and productive ecosystems, Expected accomplishment (a)** The health and productivity of marine, fresh water and terrestrial ecosystems are institutionalized in education, monitoring and cross-sector and transboundary collaboration frameworks at the national and international levels; **Indicator 1** Increase in the number of countries and transboundary collaboration frameworks that have made progress to monitor and maintain the health and productivity of marine and terrestrial ecosystems and **Indicator 2** Increase in the number of countries and transboundary collaboration frameworks that demonstrate enhanced knowledge of the value and role of ecosystem services

Project Objective: Spatial protection of the key biodiversity areas in Bosnia and Herzegovina (BiH) and conservation of the unique nature of the country to best safeguard the wellbeing of its communities.

Project Outcomes	Outcome Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification	Assumptions & Risks
Component 1: Establishment and effective management of protected areas and biological diversity					
Outcome 1.1 Increased national protected area network	<p>Increase in number and size of the PA system including at least three new protected areas established (Livanjsko Polje wetlands, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon, Mt. Orjen – Mt. Bijela Gora)</p> <p>At least two existing protected areas in need of reclassification, re-classified (the Vjetrenica Cave and the Botanical Reserve)</p>	<p>24 PA</p> <p>135,700 ha</p>	<p>End of project Target (ET): National protected area network will increase to 27 PAs with total of 250,000 ha</p> <p>Mid-Point Target (MT): PA network of BiH consists of 25 PAs with total of 181,700 ha</p> <p>Criteria for prospective PA prioritization developed and agreed upon with decision maker</p>	<p>PA prioritization list developed PA designation documentation Law or legal act published in the Government Gazzette</p> <p>Ministerial act approved, and published</p>	<p>Long-lasting consultation process</p> <p>Different priorities of national decision makers and other stakeholders in the process</p>
<p>Outputs</p> <p>1.1.1 Rapid assessment of identified areas selected spatial protection with key national stakeholders developed</p> <p>1.1.2 Valorization and legal studies for several of the initially selected sites, incorporating gender and HBR approaches</p>					

- 1.1.3 Participatory advocacy and knowledge sharing events with stakeholders/ community to discuss on the PA network and its increase
- 1.1.4 PA profiles and legal document for declaration of new and revised PA
- 1.2.1 Scoping and road map for obtaining updated legal status of PAs
- 1.2.2 Preparation of legal documentation for reclassification of the Vjetrenica Cave and the Botanical Reserve "Mediterranetum"

Component 2: Management Effectiveness of the National PA System

2.1 Improved management capacity for effectiveness of protected areas and biodiversity conservation	Management Effectiveness Tracking Tool (METT) Score improved (See Annex 10 Section II) increases by 17 points	METT Score: 13	End of project Target (ET): 30 Mid-Point Target (MT): 20	Filled Tracking Tool Forms at the midterm and project closure phases	Underdeveloped PA system and limited planning and management options Inefficient or contradictory legislative and financing frameworks Officials and PA staff open for training Awareness on economic benefits of nature conservation low in rural areas
---	---	----------------	---	--	---

Outputs

- 2.1.1 Participatory review of planning and management options for the PA system in B&H elaborated
- 2.1.2 An enhanced PA financial mechanism and resource mobilization strategy developed
- 2.1.3 Capacity development programme for conservation professionals, including resource mobilization, advocacy and communications of nature values and taking into consideration gender, developed
- 2.1.4 Public awareness products on nature conservation and resulting economic benefits are developed and disseminated to at least 10 municipalities

Component 3: Biodiversity Monitoring

Outcome 3.1 Operational biodiversity monitoring	Biodiversity monitoring system	Disconnected, fragmented and	End of project Target (ET): 1 (The system is official	Biodiversity monitoring system	Political fragmentation of administration in BiH
---	--------------------------------	------------------------------	--	--------------------------------	--

system in Bosnia and Herzegovina	functional and operational for conservation authorities and PA staff Number of users of the Biodiversity Monitoring System from the PA system	scarce biodiversity data 0 (No viable monitoring system in place) 0	and widely used for official biodiversity monitoring) Mid-Point Target (MT): Develop a framework for a viable biodiversity monitoring system in the country 100	established in the country Guidelines for establishment of a Red list index endorsed as the key bd monitoring tool for threatened species	Low availability of data
<p>Outputs</p> <p>3.1.1. Biodiversity indicator framework and related legislation developed for government consideration</p> <p>3.1.2. An information platform for biodiversity monitoring in BiH is established</p> <p>3.1.3. Red List Index for Bosnia and Herzegovina revised and established as a main biodiversity monitoring tool</p>					

ANNEX VIII. FINANCIAL INFORMATION

Financial Expenditure per Budget Line (Outcome/Output)

NON-GEF AND GEF PROJECTS		
Financial management components:	Rating	Evidence/ Comments
1. Adherence to UNEP's/GEF's policies and procedures:		Satisfactory
Any evidence that indicates shortcomings in the project's adherence ⁹¹ to UNEP or donor policies, procedures or rules	No	No
2. Completeness of project financial information⁹²:		Satisfactory
Provision of key documents to the evaluator (based on the responses to A-H below)		
A. Co-financing and Project Cost's tables at design (by budget lines)	Yes	Yes, by budget lines – letters included in the PIF (not divided by Outcome and Output)
B. Revisions to the budget	Yes	Yes – specific tab showing budget reallocations is clearly demonstrated
C. All relevant project legal agreements (e.g. SSFA, PCA, ICA)	Yes	Yes
D. Proof of fund transfers	Yes	Yes
E. Proof of co-financing (cash and in-kind)	Yes	Yes
F. A summary report on the project's expenditures during the life of the project (by budget lines, project components and/or annual level)	Yes	Yes
G. Copies of any completed audits and management responses (<i>where applicable</i>)	No	Not seen
H. Any other financial information that was required for this project (list):	N/A	N/A
3. Communication between finance and project management staff		Moderately Satisfactory
Project Manager and/or Task Manager's level of awareness of the project's financial status.	HS	S
Fund Management Officer's knowledge of project progress/status when disbursements are done.	S	S
Level of addressing and resolving financial management issues among Fund Management Officer and Project Manager/Task Manager.	S	S
Contact/communication between by Fund Management Officer, Project Manager/Task Manager during the preparation of financial and progress reports.	MS	Evidence that improved training was needed.
Project Manager, Task Manager and Fund Management Officer responsiveness to financial requests during the evaluation process	MS	Delays in getting financial information during the TE
Overall rating	S	Satisfactory

⁹¹ If the evaluation raises concerns over adherence with policies or standard procedures, a recommendation maybe given to cover the topic in an upcoming audit, or similar financial oversight exercise.

⁹² See also document 'Criterion Rating Description' for reference

ANNEX IX. PROJECT OUTPUT ACHIEVEMENTS

Information on the Delivery of the Project		
Activities/Outputs (as listed in the project document)	Status (complete/ongoing)	Results/Outcomes (measured against the performance indicators stated in the project document)
Output 1.1: At least three new protected areas established (Livanjsko Polje wetlands – ca.45,000 ha, Mt. Bjelašnica – Mt. Igman – the Rakitnica River Canyon – ca. 50,000 ha, Mt. Orjen – Mt. Bijela Gora – ca. 16,000 ha)	Complete	The project has increased the national PA network for 5 new protected areas in total of 26,000 ha Currently there are 43 PAs in total in the country, app. 118,000 ha (<i>Ramsar area and IBA sites excluded</i>) 31 PAs in RS 12 PAs in RS
Activity 1.1.1: Prioritization of identified areas selected for spatial protection with key national stakeholders	Complete	5 out of 10 areas designated as protected. 6 th protected area to be established by March 2022 (as per the information from the Government), while the CSOs and the project partners will advocate for remaining 4 areas. Research and development of the valorisation studies for all areas finalized.
Activity 1.1.2: Conduct workshops with relevant stakeholders (consultations on different levels on defining territory/area coverage and location of proposed protected area, benefits of protection and zonation approach, taking into consideration gender equality, socially vulnerable groups)	Complete	8 workshops conducted in total (to date) and numerous meetings with local governments and NGOs.
Activity 1.1.3: Prepare valorization studies for selected sites proposed for protection according to the requirements of national legislation, taking into consideration gender equality, representation of local community and ethnic and religious minorities, based on the existing documentation and new data collected through field research	Complete	Valorization studies have been finalized with the accompanying draft legislation on the designation compiled by the project team and are being revised by the relevant entity ministry.
Activity 1.1.4: Conduct series of advocacy meetings with local communities regarding planning and management options of the newly proposed protected areas, taking local livelihoods, gender equality and vulnerable groups into consideration	Complete	5 project areas designated as protected: (Vjetrenica cave (4,713ha); Mountain Orjen (16,800ha); Tišina natural habitat (200ha); Prača river canyon (4,067.89 ha, Cave Mokranjska Miljacka 190,4ha))
Activity 1.1.5: Preparation of all necessary documentation required for submission for approval/adoption by the Government to designate 3 new protected areas and follow-up advocacy activities for final establishment of PAs	Complete	All valorization studies have been finalized alongside the draft legislation. 5 project areas designated as protected (Vjetrenica cave (4,713ha); Mountain Orjen (16,800ha); Tišina natural habitat (200ha); Prača river canyon (4,067.89 ha); Cave Mokranjska Miljacka 190,4ha)
Output 1.2: At least two 2 existing protected areas re-classified (Cave System “Vjetrenica” and Botanical Reserve “Mediterranetum”)	Complete	Legal status of Vjetrenica Cave: Re-classified into PA category V-Protected landscape Vjetrenica-Popovo polje The Valorisation study for BR Mediteranetum has been submitted to the relevant Ministry and planned for reclassification in 2022.
Activity 1.2.1: Conduct analysis on the current legal status of the Vjetrenica Cave and the Botanical Reserve and existing valorization documents	Complete	Analysis successfully finalized.

Activity 1.2.2: Propose a road map for obtaining the updated legal status of the PAs, including their territorial expansion, and inclusion in the national PA system	Complete	The road map for obtaining the updated legal status of the Protected areas successfully finalized.
Output 1.3: Reports of participative review of planning and management options for the PA system in BiH elaborated	Complete	Improved management effectiveness of the 2 two areas 907 ha (cave Orlovača and habitat Gromiželj) and future planning analyses are documented into a strategy.
Activity 1.3.1: Desk analysis of institutional and legal framework of biodiversity/natural resources management, gap analysis and development of a roadmap and recommendations, followed with wide national consultations, taking local livelihoods, gender equality and vulnerable ethnic and religious groups into consideration	Complete	Conducted legal and economic analysis of existing protected areas in both entities and the region as well as analysis of the necessary by-laws for sustainable management of protected areas in FBiH. 4 PA managers' days initiatives organized on different management and governance options for PAs Program on the sustainable development of tourism in protected areas developed Desk analysis of the legal framework for financing of protected areas in the Federation of BiH conducted. Road maps for establishment of the legal protection of the concerned area finalized.
Activity 1.3.2: Research and promotion of management and governance options for the national/entity PA system including sustainable local livelihoods incentives	Complete	Research and promotion finalized and documented.
Activity 1.3.3: Development of new documents, methodology and guidelines for improved planning and management options for the PA system, prepared for Government adoption	Complete	Strategy for PA management finalized. Conducted legal and economic analysis of existing protected areas in both entities and the region as well as analysis of the necessary by-laws for sustainable management of protected areas in FBiH. 4 PA managers' days organized on different management and governance options for PAs Program on the sustainable development of tourism in protected areas, Desk analysis of the legal framework for financing of protected areas in the Federation of BiH, Road map for establishment of the legal protection of the concerned area. Survey on all existing protected areas in BiH for economic analysis (financial mechanisms) of financing of existing protected areas in BiH (preparation for Sustainable finance programs for the network of protected areas for both entities) Socio-economic study finalized. Document Innovative financing mechanisms for protected areas in the country has been finalized.
Output 1.4: An enhanced PA financial mechanism developed and resource mobilization capacity of the main actors in the PA system is strengthened	Complete	Two analyses finalized and modalities for PAs sustainable financing suggested to the stakeholders in the country.
Activity 1.4.1: Preparation and development of sustainable financing programmes for the PA network of both entities in the country proposed, including active involvement of the entity environment funds (including sustainable funding opportunities and utilizing new PA financing mechanisms, such as Payment for Ecosystem Services)	Complete	Survey on all existing protected areas in BiH for economic analysis (financial mechanisms) of financing of existing protected areas in BiH (preparation for Sustainable finance programs for the network of protected areas for both entities) Conducted an overview of the current financing of protected areas in the country and innovative financing models for protected areas - a document 'Innovative mechanisms/models for financing of protected areas and implementation possibilities for BiH'.
Activity 1.4.2: Development of the PA system in BiH economic valuation studies using the TEEB methodology	Complete	Socio economic study is finalized. Development of the Valorization study is finalized.

Output 1.5: Advocacy and of natural values and benefits of PAs to PA staff, conservation authorities and decision makers is conducted	Complete	Throughout the project duration.
Activity 1.5.1: Develop and conduct training programmes to PA staff related to sustainable protected area planning and management; financing and development opportunities, practical nature protection, sustainable use of non-timber forest products, etc., including gender balance and inclusion of vulnerable groups and ethnic and religious minorities.	Complete	In March 2021, the project team in cooperation with the SERDA organization from Sarajevo held a 5+2 day training for protected areas managers on the project cycle management (development of the project proposals, coordination and project implementation, reporting cycle, etc.). PA managers received a certificates for successfully accomplished training. PA managers' day in (3 in total); Questionnaire based research conducted with all protected areas managers for overview of the management plans and options Conducted stakeholder advocacy meetings. Questionnaire based research conducted with all protected areas managers Campaign for PAs in the country with WWF successfully finalized. Questionnaire based research conducted with all protected areas managers for overview of the management plans and options. Fourth protected areas managers day/closing conference held in October 2021.
Activity 1.5.2: High-level decision makers and donors meeting and several national public meetings on promotion of natural values of BiH, advocacy and awareness raising on necessity for its sustainable management and adequate protection	Complete	World Environment Day 2018 Ongoing stakeholder advocacy meetings. Held protected areas managers day (in 2017, 2018 and 2021) whereas financing opportunities were presented to protected areas managers; shown best management practices from the region. Questionnaire based research conducted with all protected areas managers
Output 1.6: Public awareness and action on nature conservation and resulting economic benefits is increased	Complete	Throughout the project – advocacy meetings and activities, workshops (organized and participated at) WED activities Public awareness campaign on protected areas
Activity 1.6.1: Innovative promotion of different aspects of nature protection to local communities around the country, and especially to those living in or near the newly proposed protected areas (radio and TV engagement, showcasing best regional practices...)	Complete	Held stakeholder meetings. WED 2017, 2018 activities. 2 high level meetings (1 in 2017, 1 in 2018). Developed program of sustainable activities for stakeholders Developed document Overview of the PAs values and benefits for local community in terms of area development Promotional public campaign with WWF finalized
Activity 1.6.2: Develop high quality, visually attractive and informative communication materials (publications, short film, guides etc.) to promote unique natural values of Bosnia and Herzegovina, focusing on economic opportunities such as tourism and sustainability of protected areas, to be distributed to different stakeholder groups around the country	Complete	Promotional Public campaign with WWF
Output 1.7: Biodiversity indicator framework and related legislation developed for government consideration	Complete	Finalized
Activity 1.7.1: Develop database of biodiversity indicators to monitor on regular basis and establishment of a web-based platform for reporting	Complete	Developed biodiversity indicators and adopted by the entities' government and the Council of Ministers of BiH (the State level Government)

Activity 1.7.2: Develop and institutional guidelines for establishing a viable biodiversity monitoring system	Complete	Guidelines finalized
Activity 1.7.3: Summary of results and dissemination through national stakeholder meetings and trainings on the use of indicators	Complete	Summary of results and dissemination conducted (Module at the web-platform) enabled
Output 1.8: An information platform for biodiversity monitoring in BiH is established	Complete	Finalized
Activity 1.8.1: National consultations on introduction of biodiversity monitoring and identification of needs	Complete	Modules on endangered and vulnerable species and on protected areas is set, operational (in use by the relevant stakeholders)
Activity 1.8.2: Provide facilitation of the internal communication between conservation authorities through a web-based platform	Complete	Finalized (google platform)
Activity 1.8.3: Enhancement of the existing CHM portal for BiH to offer a wider range of functionality to end-users	Complete	The CHM portal is currently enhanced in a way as to offer a wider range of functionality to end-users, more user friendly for protected areas managers and stakeholders in the country. This means that the project results, analysis, presentations, useful and produced materials will be published at this portal by the project team and will contain all necessary information shared by the relevant institutions (public calls for projects, information, etc.), useful for protected areas managers but for local communities as well.
Activity 1.8.4: Results validation meeting and testing of the platform	Complete	Information platform for BiH is enabled CHM portal is enhanced
Output 1.9: A main biodiversity monitoring tool established based on the existing Red Lists in BiH	Complete	Finalized
Activity 1.9.1: National consultation – presentation of criteria and most prioritized groups for development of a national red list, taking gender equality and vulnerable ethnic and religious groups into consideration	Complete	Red List Index Training Red List Index Training and expert opinion
Activity 1.9.2: Development of a set of recommendations and an action plan for revision of the current Red List Index(es)	Complete	A National Red Lists for Species Conservation in Bosnia and Herzegovina - A guide to review and harmonization is finalized and translated and shared with BiH authorities and Project Steering Committee.
Activity 1.9.3: Documented summary of results and dissemination through national stakeholder meetings	Complete	Meetings with the counterparts held (2x) via online platform. The final meeting held to present the modules and data input

ANNEX X. PROJECT PUBLICATIONS AND KNOWLEDGE PRODUCTS

The publications, testimonials and knowledge products by the project are listed below.

- Protected areas campaign: <https://www.youtube.com/watch?v=2ng4VCfSj-A> (new video link will be sent next week)
- Protected areas managers day: <https://nasljedje.org/dan-upravljacka-zasticenih-podrucja-u-cajnicu/>
- Training on Project cycle management (only files for the training as it was held online): <https://we.tl/t-hpG9jtVaRE>
- Protected area Vjetrenica Popovo polje: <http://e-priroda.ba/en/protectedsites/details/12/zasticeni-pejzaz-vjetrenica-popovo-polje/>
- Protected area Gromiželj: http://e-priroda.rs.ba/media/protected_sites/pravni_dokumenti/zasticena_podrucja/Odluka_Gromizelj.pdf
- Protected area Orjen: http://e-priroda.rs.ba/media/protected_sites/pravni_dokumenti/zasticena_podrucja/Odluka_Orjen.pdf
- Protected area Praca: http://e-priroda.rs.ba/media/protected_sites/pravni_dokumenti/zasticena_podrucja/Odluka_Praca.pdf
- <http://biolog.ba/93-udruzenje-bio-log-na-sastanku-u-susret-novim-zasticenim-podrucjima-u-bosni-i-hercegovini.html>
- <http://nationalpark-una.ba/it/clanak.php?id=894>
- <https://www.fmoit.gov.ba/bs/novosti/vijesti/ministrica-dapo-s-predstavnicima-usaid-a-razgovarala-o-izradi-strategije-razvoja-turizmainistrica-apa-u-tarinu-otvorila-dan-upravljaa-zastienih-podruja>
- <https://www.scribd.com/document/370967635/Prezentacija-U-Susret-Novim-ZP-u-BiH-WEB>
- <https://www.wwfadria.org/hr/novosti/vijesti/?uNewsID=4227966>
- <http://www.energetika-net.com/vijesti/zastita-okolisa/nova-zasticena-podrucja-u-bih-28457>
- <http://energetika.ba/wwf-adria-i-unep-u-kampanji-za-promociju-i-ocuvanje-zasticenih-podrucja/>
- http://bih-chm-cbd.ba/?page_id=3951&lang=bs
- <https://www.wwf.am/?uNewsID=4259316>

ANNEX XI. PROTECTED AREA GEOREFERENCE DETAILS

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
Sarajevo	43.856430	18.413029		Sarajevo is the capital city and the largest urban area in Bosnia and Herzegovina, situated at the Miljacka River in the central part of the country. The city is located near the Balkan Alps and is a tourist destination since it has a large number of attractions.	Implementation of many project activities, workshops, meetings and trainings.
Banja Luka	44.772182	17.191000		Banja Luka is a large city in Bosnia and Herzegovina, with the population close to 200,000 people.	Implementation of many project activities, workshops, meetings and trainings
Vjetrenica cave	42.84216	17.98414		<p>Cave Vjetrenica is located in the Herzegovina-Neretva Canton in the municipality of Ravno, and Vjetrenica got its name from its characteristic strong wind, for which it is known as the "wind cave".</p> <p>The Vjetrenica Cave is located in the southern Dinaric karst area, in the karst elevation that stretches from the southern edge of the western part of Popovo polje (Eastern Herzegovina) to the Adriatic Sea. The entrance is located at the very edge of Popovo polje, 300 m east of the center of the village of Zavala, at 260 meters above sea level, 12 km from the Adriatic Sea.</p> <p>Vjetrenica belongs to the karst area system, which is the most ecologically endangered type of habitat in Bosnia and Herzegovina. Systematic forms of protection of Vjetrenica appeared only in 1952, when, in accordance with the law of the time, it was declared a Natural Monument (Decision of the Institute for the Protection of Cultural Monuments and Natural Rarities of the People's Republic of Bosnia and Herzegovina, number 979/52 of December 25, 1952).</p>	Natural area designated as protected under the project

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
Mountain Orjen	65.43748	47.20884		<p>Orjen is one of the rare mountains in the Republika Srpska where glacial forms of erosion and accumulation are visible. The snow line on Orjen was only 1300 meters above sea level, lower than on other mountains of the Balkans, which is explained by the large amount of precipitation. The main geological and geomorphological value of the Nature Park "Orjen" is the karst relief. Due to the great influence of the last ice age, in addition to the resulting compact karst, glacial rocks stand out on Orjen because of the deposition of glacial material after the former glaciation to which this area was exposed.</p> <p>The list of the flora of the research area includes 1088 taxa up to the subspecies level. Out of the total number, 156 taxa are endemic (113) and sub-endemic (43) to the Balkan Peninsula, while there are as many as 248 taxa on the Red List of Protected Species. Munika forests represent one of the most famous attributes of the mountain, so they are the closest to the first association, symbol or trademark of the entire nature park. They are endemic and relict stands of a tree species that is a subendem of the southern Apennines and southeastern Dinarides. Also, the special value of the nature park is represented by the Illyrian beech forests, which makes them the southernmost beech forests of the Republic of Srpska.</p> <p>During the field research of birds in Bijela Gora, 87 species were registered, which were classified into 14 orders and 33 families. In the northern part of Orjen, in the rivers of Trebišnjica, Sušica and Trebinje Lake, 17 species of autochthonous and non-native ichthyofauna were recorded, of which 11 species were singled out as significant for the area. Also, 7 species of amphibians and 10 species of reptiles were found in Orjen and Bijela Gora.</p> <p>Recent research has confirmed the presence of 14 species of mammals.</p>	Natural area designated as protected under the project
Tišina natural habitat	45.04521	18.48495		The Tišina wetland complex consists of the wetlands and ponds of Mala Tišina, Velika Tišina (after which the entire complex is named Tišina), the Odmut pond and the occasional Zandrak watercourse. This complex represents one of today's few continental natural ponds and wetlands in the floodplain of the Sava River, which is a significant factor in hydrological	Natural area designated as protected under the project

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
				<p>stability and flood protection, but also an important habitat for numerous species of flora and fauna, many of which are included in the appendices of the EU Directive on habitats and the Birds Directive.</p> <p>Bara Odmut is one of the most important resting places for birds on their migration route through the Republika Srpska. Dozens and even hundreds of birds have been recorded in this locality, such as flocks of herons, black storks, spoonbills, woodpeckers and other species, which during the autumn migration cover the pond while resting and searching for food. In the wider area of the pond, a colony of egrets was also found, and the nesting of mallards and red-headed ducks was also recorded, which is very significant, because these are rare and endangered species.</p>	
Prača river canyon	43.76133	18.84896		<p>The main value of the protected area is the gorge-canyon valley cut by the river of the same name in the middle part of its course over a length of 14.7 kilometers, of which 11.8 km is within the scope of the protected area. On the left side of the valley, in thick deposits of carbonate rocks, predominantly Triassic limestones, numerous underground karst formations were formed. The most significant is the Govještica cave system, which with a length of 9,870 meters is the longest cave in the Republika Srpska and Bosnia and Herzegovina.</p> <p>The valley of the Prača River along the entire course through the protected area is characterized by steep sides that are vertical in some places. It is most pronounced in the area of Gosina mountain and in the area between Sudić mountain and Jarović hill, where it exceeds a depth of 400 meters.</p> <p>The Govještica cave system represents an underground horizontal form of karst relief, a branched system that stretches predominantly in the southeast-northwest direction. Some halls are very spacious, and the largest reaches dimensions of almost 100 x 100 m. Govještica is very rich both in terms of quantity and variety of cave jewelry.</p>	Natural area designated as protected under the project

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
				<p>Banja Stijena is one of the most beautiful caves in the Republika Srpska due to its richness and variety of cave jewelry. There is attractive cave jewelry made up of bigrene tubs, saliva, stalactites, cave columns, and the "cave milk" that is located at the end of the entrance channel stands out as a particularly interesting species.</p> <p>Cave bear remains were also found in Govještica, as well as in Banja Stijena.</p>	
Cave Mokranjska Miljacka	65.48354	48.65281		<p>The cave system of Mokranjska Miljacka is a branched, underground form of karst relief, with a total channel length of about 7 kilometers, which puts it in second place among all the caves in the Republika Srpska. It is hydrologically active, and the underground water flow flows out at the entrance to the cave, forming a surface flow - Mokranjska Miljacka.</p> <p>Two paleontological findings were found, the skull of a cave bear (<i>Ursus spelaeus</i>) and the skull of a beaver (<i>Castor fiber</i>), and from the cave fauna, the discovery of a new species of spider - the cave spider (<i>Nemanela lade</i>) is significant.</p> <p>Within the cave system and the immediate surroundings, there are numerous hydro(geo)logical forms such as springs, sinkholes, spring caves, sinkhole caves.</p>	Natural area designated as protected under the project
Zvijezda mountain	43.91342	19.28512		<p>Based on the morpho-structural plan and morpho-structural relationships, the Zvijezda mountain area belongs to the inner Dinarides of Central Bosnia. Zvijezda mountain is a karst plateau, located at the junction of the river Bosna and its tributary Krivaja. The Zvijezda Mountain itself is a watershed: in the southern and southwestern parts of the Stavnja and Trstionica watersheds, and in the east and northeast of the Misoča and Duboštica watersheds.</p> <p>The highest peak of the Zvijezda mountain is the Zvijezda peak, after which the mountain got its name, with a height of 1,349 meters above sea level (m/asl). Other significant peaks, which rise east of the Zvijezda peak, are:</p>	Research activities and development of the valorization study for the designation of area as protected

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
				<p>Bijeli kamen (1,325 m/asl), Tremošnjak (1,320 m/asl), Pogladin (1,246 m/asl), Jelovo brdo (1,318 m/asl) and others.</p> <p>As this mountain plateau is very complex in terms of its geological structure, the diverse geological substratum caused the diversity of landscapes and morphological forms of the soil, as well as the development of numerous water courses that belong to the Bosna River basin. Thus, on this plateau, one can find different landscapes, pastures, lawns and hayfields combined with considerable areas with high-quality forest. This area also abounds with many sinkholes or sinkholes, which are funnel-shaped, round or oblong depressions created by the dissolution of limestone and dolomite and are a recognizable morphological form in the karst. In addition to them, the area is also recognizable by other morphological forms in the karst, such as pits and caves</p>	
Livanjsko carst field	43.86236	16.84056		<p>The largest karst depression in the Dinaric karst and perhaps the largest periodically flooded karst field in the world. The site comprises seasonally flooded agricultural land and alluvial forest, seasonal marshes and pools, permanent streams, karst springs and sinkholes, and the largest peatland in the Balkans. Together with the Sava wetlands, it is the most important wintering, migration, and breeding site for waterbirds and raptors in the country and a key site of the Central European Flyway. The polje is important for the identity of the local community of Livno, well-known for its traditional cheeses, and for a wide range of recreational pursuits. Threats include water extraction for energy production, a planned coal-fired thermoelectric plant, and unsustainable peat excavation.</p>	Research activities and development of the valorization study for the designation of area as protected
Mediterranean botanical reserve	42.92333	17.61556		<p>Identified as a Key Biodiversity Area (KBA) due to the diversity of its flora and two brackish springs and it is the only coastal area in the country. The same was declared as a botanical and floristic reserve of Mediterranean flora by the Law on Nature Protection of BiH (Official Gazette of the SR BiH, No. 4/65 of February 5, 1965).</p>	Research activities and development of the valorization study for the designation of area as protected

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field if the location is not an exact site	Location Description Optional text field	Activity Description Optional text field
				Out of a total of 551 taxa, 17 are endemic to the Balkan Peninsula, and according to the valid Red List of the Federation of Bosnia and Herzegovina (Đug et al. 2013), 27 taxa have a certain level of threat (6 critically endangered, 6 endangered, 7 sensitive, 4 near-threatened and for 4 species there is no data on the degree of endangerment) A review of literature data and research results did not confirm any plant species from Annexes II and IV of the Habitats Directive, while only wild boar (<i>Ruscus aculeatus</i>) and visibaba were confirmed from Annex V (<i>Galanthus nivalis</i>).	
Tara river canyon	65.78147	48.00797		<p>Tara River Canyon connects Bosnia and Herzegovina with Montenegro. The Canyon is considered one of the most beautiful in the Western Balkans.</p> <p>The Tara River is a hill-mountain stream that is characterized by a large longitudinal slope of the bed, a violent flow regime and large deposits at the bottom. At 24.67 km of flow through Republika Srpska / BiH, Tara makes a drop of 86 meters, given that the water level in the riverbed upstream from the mouth of Sušica is 519 m above sea level, while the place of its confluence with the Piva River is at 433 meters.</p>	Research activities and development of the valorization study for the designation of area as protected
Bjelašnica mountain				<p>Spatially, the massif of Bjelašnica can be divided into three parts. The first is the central massif with the highest peak of the same name (local name: Observatory) (2067 m) on which there is also a meteorological station built in 1894, the first in Bosnia and Herzegovina. It is also the highest permanently inhabited point in Bosnia and Herzegovina. The start of the Olympic downhill started from that place. In the immediate vicinity is the peak of Vlahinje (2057 m). On the southern part is Krvavac (2061 m). To the west is Hranisava (1964 m).</p> <p>The plateau bordered by mountains, Bjelašnica from the north, Treskavica from the east, Visočica from the south and Obalj mountain from the west, is called the Bjelašnica plateau.</p> <p>The largest part of Bjelašnica is built of Middle and Upper Triassic limestone and dolomite. Krečnjačko dolomite masses cracked with numerous fissures,</p>	Research activities and development of the valorization study for the designation of area as protected

Location Name Required field	Latitude Required field	Longitude Required field	Geo Name ID Required field <i>if the location is not an exact site</i>	Location Description Optional text field	Activity Description Optional text field
				<p>which predisposed strong karst processes, due to which precipitation is quickly lost underground, so the mountain is almost waterless. During the diluvial glaciation, there were glaciers on Bjelašnica, most developed on its northern side. Even today there are areas of activity of those glaciers.</p> <p>Megara Cave, also known as Kuvija, is located in the western part of the Bjelašnica mountain complex (Preslici planina, on the northwestern slope of Orlovca hill).</p>	

ANNEX I. QUALITY ASSESSMENT OF THE EVALUATION REPORT

Evaluand Title:

Terminal Evaluation of a UNEP/UNDP/GEF Project ID 6990 - "Achieving biodiversity conservation through creation, effective management and spatial designation of protected areas and capacity building in Bosnia and Herzegovina"

All UNEP evaluations are subject to a quality assessment by the Evaluation Office. This is an assessment of the quality of the evaluation product (i.e. evaluation report) and is dependent on more than just the consultant's efforts and skills.

	UNEP Evaluation Office Comments	Final Report Rating
Substantive Report Quality Criteria		
<p>Quality of the Executive Summary:</p> <p>The Summary should be able to stand alone as an accurate summary of the main evaluation product. It should include a concise overview of the evaluation object; clear summary of the evaluation objectives and scope; overall evaluation rating of the project and key features of performance (strengths and weaknesses) against exceptional criteria (plus reference to where the evaluation ratings table can be found within the report); summary of the main findings of the exercise, including a synthesis of main conclusions (which include a summary response to key strategic evaluation questions), lessons learned and recommendations.</p>	<p>Final report:</p> <p>The executive summary meets the satisfactory requirements of being a stand-alone summary of the evaluand.</p>	5
<p>I. Introduction</p> <p>A brief introduction should be given identifying, where possible and relevant, the following: institutional context of the project (sub-programme, Division, regions/countries where implemented) and coverage of the evaluation; date of PRC approval and project document signature); results frameworks to which it contributes (e.g. Expected Accomplishment in POW); project duration and start/end dates; number of project phases (where appropriate); implementing partners; total secured budget and whether the project has been evaluated in the past (e.g. mid-term, part of a synthesis evaluation, evaluated by another agency etc.)</p> <p>Consider the extent to which the introduction includes a concise statement of the purpose of the evaluation and the key intended audience for the findings?</p>	<p>Final report:</p> <p>The report provides a concise introduction of the project and all the required elements are presented.</p>	6
<p>II. Evaluation Methods</p> <p>A data collection section should include: a description of evaluation methods and information sources used, including the number and type of respondents; justification for methods used (e.g. qualitative/ quantitative; electronic/face-to-face); any selection criteria used to identify respondents, case studies or sites/countries visited; strategies used to increase stakeholder</p>	<p>Final report:</p> <p>The section is detailed covering all the required elements including the gender disaggregation of respondents</p>	6

	UNEP Evaluation Office Comments	Final Report Rating
<p>engagement and consultation; details of how data were verified (e.g. triangulation, review by stakeholders etc.). Efforts to include the voices of different groups, e.g. vulnerable, gender, marginalised etc) should be described.</p> <p>Methods to ensure that potentially excluded groups (excluded by gender, vulnerability or marginalisation) are reached and their experiences captured effectively, should be made explicit in this section.</p> <p>The methods used to analyse data (e.g. scoring; coding; thematic analysis etc.) should be described.</p> <p>It should also address evaluation limitations such as: low or imbalanced response rates across different groups; gaps in documentation; extent to which findings can be either generalised to wider evaluation questions or constraints on aggregation/disaggregation; any potential or apparent biases; language barriers and ways they were overcome.</p> <p>Ethics and human rights issues should be highlighted including: how anonymity and confidentiality were protected, and strategies used to include the views of marginalised or potentially disadvantaged groups and/or divergent views. Is there an ethics statement? E.g. <i>'Throughout the evaluation process and in the compilation of the Final Evaluation Report efforts have been made to represent the views of both mainstream and more marginalised groups. All efforts to provide respondents with anonymity have been made.'</i></p>	<p>and methods of data analysis, ethics and human rights.</p>	
<p>III. The Project</p> <p>This section should include:</p> <ul style="list-style-type: none"> • <i>Context:</i> Overview of the main issue that the project is trying to address, its root causes and consequences on the environment and human well-being (i.e. synopsis of the problem and situational analyses). • <i>Results framework:</i> Summary of the project's results hierarchy as stated in the ProDoc (or as officially revised) • <i>Stakeholders:</i> Description of groups of targeted stakeholders organised according to relevant common characteristics • <i>Project implementation structure and partners:</i> A description of the implementation structure with diagram and a list of key project partners • <i>Changes in design during implementation:</i> Any key events that affected the project's scope or parameters should be described in brief in chronological order • <i>Project financing:</i> Completed tables of: (a) budget at design and expenditure by components (b) planned and actual sources of funding/co-financing 	<p>Final report:</p> <p>The context is well described particularly with regards to the scope of the biodiversity, the challenging coordination and capacities issues on policy implementation between the three administrative structures.</p>	<p>6</p>

	UNEP Evaluation Office Comments	Final Report Rating
<p>IV. Theory of Change</p> <p>The <i>TOC at Evaluation</i> should be presented clearly in both diagrammatic and narrative forms. Clear articulation of each major causal pathway is expected, (starting from outputs to long term impact), including explanations of all drivers and assumptions as well as the expected roles of key actors.</p> <p>This section should include a description of how the <i>TOC at Evaluation</i>⁹³ was designed (who was involved etc.) and applied to the context of the project? Where the project results as stated in the project design documents (or formal revisions of the project design) are not an accurate reflection of the project's intentions or do not follow UNEP's definitions of different results levels, project results may need to be re-phrased or reformulated. In such cases, a summary of the project's results hierarchy should be presented for: a) the results as stated in the approved/revised Prodoc logframe/TOC and b) as formulated in the <i>TOC at Evaluation</i>. <i>The two results hierarchies should be presented as a two-column table to show clearly that, although wording and placement may have changed, the results 'goal posts' have not been 'moved'</i>. This table may have initially been presented in the Inception Report and should appear somewhere in the Main Review report.</p>	<p>Final report:</p> <p>The narrative of the ToC is well articulated through the causal pathway that also included the drivers and assumptions.</p>	5
<p>V. Key Findings</p> <p><u>Findings Statements:</u> The frame of reference for a finding should be an individual evaluation criterion or a strategic question from the TOR. A finding should go beyond description and uses analysis to provide insights that aid learning specific to the evaluand. In some cases a findings statement may articulate a key element that has determined the performance rating of a criterion. Findings will frequently provide insight into 'how' and/or 'why' questions.</p>		
<p>A. Strategic relevance:</p> <p>This section should include an assessment of the project's relevance in relation to UNEP's mandate and its alignment with UNEP's policies and strategies at the time of project approval. An assessment of the complementarity of the project at design (or during inception/mobilisation⁹⁴), with other interventions addressing the needs of the same</p>	<p>Final report:</p> <p>The section is well discussed. However, the complementarity with existing interventions is limited in its description of specific linkages or leveraging</p>	4

⁹³ During the Inception Phase of the evaluation process a *TOC at Evaluation Inception* is created based on the information contained in the approved project documents (these may include either logical framework or a TOC or narrative descriptions), formal revisions and annual reports etc. During the evaluation process this TOC is revised based on changes made during project intervention and becomes the TOC at Evaluation.

⁹⁴ A project's inception or mobilisation period is understood as the time between project approval and first disbursement. Complementarity during project implementation is considered under Efficiency, see below.

	UNEP Evaluation Office Comments	Final Report Rating
<p>target groups should be included. Consider the extent to which all four elements have been addressed:</p> <ul style="list-style-type: none"> i. Alignment to the UNEP Medium Term Strategy (MTS), Programme of Work (POW) and Strategic Priorities ii. Alignment to Donor/GEF/Partners Strategic Priorities iii. Relevance to Regional, Sub-regional and National Environmental Priorities iv. Complementarity with Existing Interventions 	beyond collaboration in several meetings during the project's planning and inception.	
<p>B. Quality of Project Design</p> <p>To what extent are the strength and weaknesses of the project design effectively <u>summarized</u>?</p>	<p>Final report:</p> <p>Well summarized analysis of the project design including its strengths and weaknesses and identification of where more time could have been devoted to increase behavior change.</p>	5
<p>C. Nature of the External Context</p> <p>For projects where this is appropriate, key <u>external</u> features of the project's implementing context that limited the project's performance (e.g. conflict, natural disaster, political upheaval⁹⁵), and how they affected performance, should be described.</p>	<p>Final report:</p> <p>The section identified the political event that happened and its non-significant impact on the project.</p>	5
<p>D. Effectiveness</p> <p>(i) Outputs and Project Outcomes: How well does the report present a well-reasoned, complete and evidence-based assessment of the a) availability of outputs, and b) achievement of project outcomes? How convincing is the discussion of attribution and contribution, as well as the constraints to attributing effects to the intervention?</p> <p>The effects of the intervention on differentiated groups, including those with specific needs due to gender, vulnerability or marginalisation, should be discussed explicitly.</p>	<p>Final report:</p> <p>Well articulated with examples of supporting evidence.</p>	5

⁹⁵ Note that 'political upheaval' does not include regular national election cycles, but unanticipated unrest or prolonged disruption. The potential delays or changes in political support that are often associated with the regular national election cycle should be part of the project's design and addressed through adaptive management of the project team.

	UNEP Evaluation Office Comments	Final Report Rating
<p>(ii) Likelihood of Impact: How well does the report present an integrated analysis, guided by the causal pathways represented by the TOC, of all evidence relating to likelihood of impact?</p> <p>How well are change processes explained and the roles of key actors, as well as drivers and assumptions, explicitly discussed?</p> <p>Any unintended negative effects of the project should be discussed under Effectiveness, especially negative effects on disadvantaged groups.</p>	<p>Final report:</p> <p>Satisfactory assessment.</p>	5
<p>E. Financial Management</p> <p>This section should contain an integrated analysis of all dimensions evaluated under financial management and include a completed 'financial management' table.</p> <p>Consider how well the report addresses the following:</p> <ul style="list-style-type: none"> • <i>Adherence</i> to UNEP's financial policies and procedures • <i>completeness</i> of financial information, including the actual project costs (total and per activity) and actual co-financing used • <i>communication</i> between financial and project management staff 	<p>Final report:</p> <p>The assessment was thorough</p>	6
<p>F. Efficiency</p> <p>To what extent, and how well, does the report present a well-reasoned, complete and evidence-based assessment of efficiency under the primary categories of cost-effectiveness and timeliness including:</p> <ul style="list-style-type: none"> • Implications of delays and no cost extensions • Time-saving measures put in place to maximise results within the secured budget and agreed project timeframe • Discussion of making use during project implementation of/building on pre-existing institutions, agreements and partnerships, data sources, synergies and complementarities with other initiatives, programmes and projects etc. • The extent to which the management of the project minimised UNEP's environmental footprint. 	<p>Final report:</p> <p>Section identifies the challenge of aggregating an efficiency rating given that the project was implemented in three different administrative regions but despite the challenge, the section was rated accordingly.</p>	5
<p>G. Monitoring and Reporting</p> <p>How well does the report assess:</p> <ul style="list-style-type: none"> • Monitoring design and budgeting (<i>including SMART results with measurable indicators, resources for MTE/R etc.</i>) • Monitoring of project implementation (<i>including use of monitoring data for adaptive management</i>) 	<p>Final report:</p> <p>Satisfactory section</p>	6

	UNEP Evaluation Office Comments	Final Report Rating
<ul style="list-style-type: none"> Project reporting (e.g. PIMS and donor reports) 		
<p>H. Sustainability</p> <p>How well does the evaluation identify and assess the key conditions or factors that are likely to undermine or contribute to the persistence of achieved project outcomes including:</p> <ul style="list-style-type: none"> Socio-political Sustainability Financial Sustainability Institutional Sustainability 	<p>Final report:</p> <p>The different sub-criteria are well described.</p>	6
<p>I. Factors Affecting Performance</p> <p>These factors are <u>not</u> discussed in stand-alone sections but are integrated in criteria A-H as appropriate. Note that these are described in the Evaluation Criteria Ratings Matrix. To what extent, and how well, does the evaluation report cover the following cross-cutting themes:</p> <ul style="list-style-type: none"> Preparation and readiness Quality of project management and supervision⁹⁶ Stakeholder participation and co-operation Responsiveness to human rights and gender equality Environmental and social safeguards Country ownership and driven-ness Communication and public awareness 	<p>Final report:</p> <p>Section appropriately captures the relevant elements.</p>	5
<p>VI. Conclusions and Recommendations</p> <p>i) Quality of the conclusions:</p> <p>Conclusions should be summative statements reflecting on prominent aspects of the performance of the evaluand as a whole, they should be derived from the synthesized analysis of evidence gathered during an evaluation process. It is expected that the conclusions will highlight the main</p>	<p>Final report:</p> <p>Well presented including a summary of each section that aligns with the rating given.</p>	5

⁹⁶ In some cases 'project management and supervision' will refer to the supervision and guidance provided by UNEP to implementing partners and national governments while in others, specifically for GEF funded projects, it will refer to the project management performance of the executing agency and the technical backstopping provided by UNEP. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.

	UNEP Evaluation Office Comments	Final Report Rating
<p>strengths and weaknesses of the project and connect them in a compelling story line.</p> <p>The key strategic questions should be clearly and succinctly addressed within the conclusions section. This includes providing the answers to the questions on Core Indicator Targets, stakeholder engagement, gender responsiveness, safeguards and knowledge management, required for the GEF portal.</p> <p>Human rights and gender dimensions of the intervention (e.g. how these dimensions were considered, addressed or impacted on) should be discussed explicitly.</p> <p>Conclusions, as well as lessons and recommendations, should be consistent with the evidence presented in the main body of the report.</p>		
<p>ii) Quality and utility of the lessons: Both positive and negative lessons are expected and duplication with recommendations should be avoided. Based on explicit evaluation findings, lessons should be rooted in real project experiences or derived from problems encountered and mistakes made that should be avoided in the future. Lessons are intended to be adopted any time they are deemed to be relevant in the future and must have the potential for wider application (replication and generalization) and use and should briefly describe the context from which they are derived and those contexts in which they may be useful.</p>	<p>Final report:</p> <p>Lessons learned resonate with the evidence provided in various sections of the report. They also do not duplicate the recommendations.</p>	5
<p>iii) Quality and utility of the recommendations:</p> <p>To what extent are the recommendations proposals for specific action to be taken by identified people/position-holders to resolve concrete problems affecting the project or the sustainability of its results? They should be feasible to implement within the timeframe and resources available (including local capacities) and specific in terms of who would do what and when.</p> <p>At least one recommendation relating to strengthening the human rights and gender dimensions of UNEP interventions, should be given.</p> <p>Recommendations should represent a measurable performance target in order that the Evaluation Office can monitor and assess compliance with the recommendations.</p> <p>In cases where the recommendation is addressed to a third party, compliance can only be monitored and assessed where a contractual/legal agreement remains in place. Without such an agreement, the recommendation should</p>	<p>Final report:</p> <p>Adequate and realistic recommendations are well presented including their cross-references and supporting evidence.</p>	5

	UNEP Evaluation Office Comments	Final Report Rating
<p>be formulated to say that UNEP project staff should pass on the recommendation to the relevant third party in an effective or substantive manner. The effective transmission by UNEP of the recommendation will then be monitored for compliance.</p> <p>Where a new project phase is already under discussion or in preparation with the same third party, a recommendation can be made to address the issue in the next phase.</p>		
VII. Report Structure and Presentation Quality		
<p>i) Structure and completeness of the report: To what extent does the report follow the Evaluation Office guidelines? Are all requested Annexes included and complete?</p>	<p>Final report:</p> <p>Report is very well structured and follows fully the Evaluation Office guidance. All the required annexes are also included.</p>	6
<p>ii) Quality of writing and formatting: Consider whether the report is well written (clear English language and grammar) with language that is adequate in quality and tone for an official document? Do visual aids, such as maps and graphs convey key information? Does the report follow Evaluation Office formatting guidelines?</p>	<p>Final report:</p> <p>The report is well written and the language is easily understood. The formatting guidelines have also been followed.</p>	6
OVERALL REPORT QUALITY RATING		5.35

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1. The overall quality of the evaluation report is calculated by taking the mean score of all rated quality criteria.

At the end of the evaluation, compliance of the evaluation process against the agreed standard procedures is assessed, based on the table below. *All questions with negative compliance must be explained further in the table below.*

Evaluation Process Quality Criteria	Compliance	
	Yes	No
Independence:		
1. Were the Terms of Reference drafted and finalised by the Evaluation Office?	X	
2. Were possible conflicts of interest of proposed Evaluation Consultant(s) appraised and addressed in the final selection?	X	
3. Was the final selection of the Evaluation Consultant(s) made by the Evaluation Office?	X	
4. Was the evaluator contracted directly by the Evaluation Office?	X	
5. Was the Evaluation Consultant given direct access to identified external stakeholders in order to adequately present and discuss the findings, as appropriate?	X	
6. Did the Evaluation Consultant raise any concerns about being unable to work freely and without interference or undue pressure from project staff or the Evaluation Office?		X
7. If Yes to Q6: Were these concerns resolved to the mutual satisfaction of both the Evaluation Consultant and the Evaluation Manager?		
Financial Management:		
8. Was the evaluation budget approved at project design available for the evaluation?	X	
9. Was the final evaluation budget agreed and approved by the Evaluation Office?	X	
10. Were the agreed evaluation funds readily available to support the payment of the evaluation contract throughout the payment process?	X	
Timeliness:		
11. If a Terminal Evaluation: Was the evaluation initiated within the period of six months before or after project operational completion? Or, if a Mid Term Evaluation: Was the evaluation initiated within a six-month period prior to the project's mid-point?		X
12. Were all deadlines set in the Terms of Reference respected, as far as unforeseen circumstances allowed?	X	
13. Was the inception report delivered and reviewed/approved prior to commencing any travel?	X	
Project's engagement and support:		
14. Did the project team, Sub-Programme Coordinator and identified project stakeholders provide comments on the evaluation Terms of Reference?	X	
15. Did the project make available all required/requested documents?	X	
16. Did the project make all financial information (and audit reports if applicable) available in a timely manner and to an acceptable level of completeness?	X	
17. Was adequate support provided by the project to the evaluator(s) in planning and conducting evaluation missions?	X	
18. Was close communication between the Evaluation Consultant, Evaluation Office and project team maintained throughout the evaluation?	X	

19. Were evaluation findings, lessons and recommendations adequately discussed with the project team for ownership to be established?	X	
20. Did the project team, Sub-Programme Coordinator and any identified project stakeholders provide comments on the draft evaluation report?	X	
Quality assurance:		
21. Were the evaluation Terms of Reference, including the key evaluation questions, peer-reviewed?	X	
22. Was the TOC in the inception report peer-reviewed?	X	
23. Was the quality of the draft/cleared report checked by the Evaluation Manager and Peer Reviewer prior to dissemination to stakeholders for comments?	X	
24. Did the Evaluation Office complete an assessment of the quality of both the draft and final reports?	X	
Transparency:		
25. Was the draft evaluation report sent directly by the Evaluation Consultant to the Evaluation Office?	X	
26. Did the Evaluation Manager disseminate (or authorize dissemination) of the cleared draft report to the project team, Sub-Programme Coordinator and other key internal personnel (including the Reference Group where appropriate) to solicit formal comments?	X	
27. Did the Evaluation Manager disseminate (or authorize dissemination) appropriate drafts of the report to identified external stakeholders, including key partners and funders, to solicit formal comments?	X	
28. Were all stakeholder comments to the draft evaluation report sent directly to the Evaluation Office?	X	
29. Did the Evaluation Consultant(s) respond adequately to all factual corrections and comments?	X	
30. Did the Evaluation Office share substantive comments and Evaluation Consultant responses with those who commented, as appropriate?	X	

Provide comments / explanations / mitigating circumstances below for any non-compliant process issues.

<u>Process Criterion Number</u>	<u>Evaluation Office Comments</u>
11	The evaluation commenced 2 years after project completion.