TERMS OF REFERENCE

Terminal Evaluation of the UNEP/GEF project

Promoting Protected Areas Management through Integrated Marine and Coastal Ecosystems Protection in Coastal Area of Montenegro [GEF ID 9762]

Section 1: PROJECT BACKGROUND AND OVERVIEW

1. Project General Information

Table 1. Project summary

GEF Project ID/SMA ID[1]:	GEF 9762: Promoting Protected Areas Management through Integrated Marine and Coastal Ecosystems Protection in Coastal Area of Montenegro.		
Implementing Agency (UNEP Division/ Branch/Unit):	Ecosystems Division, Biodiversity and Land Branch, GEF Biodiversity and Land Degradation Unit.	**Executing Agency:**	UNEP Regional Office for Europe, Vienna Office
Sources of Funding (Co-finance):	***Country[2](ies):*** Montenegro	***Institution[3] Name/Type:*** Ministry of Sustainable Development and Tourism (MSDT)[4] United Nations Environment Programme (UNEP)	
Relevant SDG(s):	The project directly contributes to SDG14-14.5 and SDG15-15.1: Indicators 14.5.1 Coverage of protected areas in relation to marine areas 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type.		
MTS (at approval):			
POW Direct Outcome(s) number/reference *(applicable for projects approved from 2022):* **OR** **POW Output(s) number/reference *(applicable for projects approved pre-2022)***	***POW Direct Outcome:*** **Indicators** ***POW Output:***	**MTS 2025 Outcome(s) number/reference *(applicable for projects approved from 2022):*** **OR** **POW Expected Accomplishment(s) number/reference *(applicable for projects approved pre-2022):***	***MTS 2025 Outcome:*** **POW Expected Accomplishment:** ***PoW 2018-19*** **Sub-programme 3: Healthy and productive ecosystems.** Policymakers in the public and private sectors test the inclusion of the health and productivity of ecosystems in economic decision-making.
Sub-programme:	2018 - 2019 (PoW) - Sub-programme 3: Healthy and productive ecosystem 2022-2023 (PoW) - Nature action	**Programme Coordination Project:**	N/A
UNEP approval date:	23 October 2017	**GEF approval date:**	20 August 2017
GEF Operational Programme #:	GEF-6	**GEF Strategic Priority:**	**BD-1 Program 1:** Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure. **BD-1 Program 2:** Nature's Last Stand: Expanding the Reach of the Global Protected Area Estate.
Project type:	Medium-size Project	**Focal Area(s):**	Biodiversity
***Expected* start date:**	23 October 2017	**Actual start date:**	23 October 2017

[1] SMA refers to the ID provided by the Integrated Planning, Management and Reporting Solution (IPMR) system, which was introduced by UNEP in July 2023.
[2] Where applicable, list countries who have provided project funds and/or co-finance.
[3] Indicate where funding institutions are any/all of the following: Foundation/NGO; Private Sector; UN Body; Multilateral Fund; Environment Fund.
[4] Now Ministry of Ecology, Spatial Planning and Urbanism.

***Planned* completion date:**	30 September 2023	**Actual operational completion date:**	30 June 2024
***Planned* total project budget at approval:**	US$ 14,056,615	**Actual total expenditures reported as of [31 December 2024]:**	US$ 13,654,297.94
GEF grant allocation:	US$ 1,602,940	**GEF grant expenditures reported as of [31 December 2024]:**	US$ 1,455,622.94
***Expected* Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ 0 **In-kind:** US$ 12,453,675	**Secured Medium-Size Project/Full-Size Project co-financing:**	**Cash:** US$ NIL **In-kind:** US$ 12,198,675
No. of formal project revisions:	0	**Date of last approved project revision:**	N/A
No. of Steering Committee meetings:	3	**Date of Last Steering Committee meeting:**	27 May 2022
Mid-term Review/ Evaluation *(planned date):*	March 2020	**Mid-term Review/ Evaluation (actual date):**	June 2021
Terminal Evaluation *(planned date):*	30 September 2023	**Terminal Evaluation (actual date):**	August 2024
Coverage - Country(ies):	Montenegro	**Coverage - Region(s):**	Europe
Dates of previous project phases:	N/A	**Status of future project phases:**	N/A

2. Project Rationale

1. With an area of 13,812 km², Montenegro is mostly mountainous and covers both Sub-Mediterranean and Mediterranean regions. Montenegro is bordered by Bosnia and Herzegovina to the north-west, Serbia to the northeast, Albania to the east and south-east, Croatia to the west and the Adriatic Sea to the south-west. Its capital and largest city is Podgorica. The population of Montenegro is 620,029 (2011 census). Montenegro has a service-based economy, and tourism is one of the leading sectors of the national economy. According to the World Bank, the Gross Domestic Product (GDP) of Montenegro in 2022 was USD 6.23 Billion, with a GDP per capita of USD 10,093. Montenegro became an independent country on 3 June 2006 and proclaimed its constitution on 22 October 2007. The 2007 Constitution integrated the 1991 Declaration by the Parliament of "Montenegro as an Ecological State".

Figure 1: Map of Montenegro

2. Montenegro has 293 km of coastline along the Adriatic Sea and its maritime zone extends up to 12 nautical miles offshore covering an area of about 2,500 km², with a maximum depth of 1,233 m. The width of the continental shelf (up to 200 m depth) varies along the coast of Montenegro, extending to 9.5 nautical miles at the entrance of Boka Kotorska Bay, and 34 nautical miles at the River Bojana estuary. Montenegrin Sea consists of two substantially different areas judging by their geographic, hydrographic and oceanographic characteristics: the Boka Kotorska Bay and the open sea extending from the coast line. The total surface area of the marine water is 6,347 km^2, and the territorial sea around sums up to 2,100 km^2 (out of which 89 km^2 in Boka Kotorska Bay). The coastal zone of Montenegro is characterized by a high degree of biodiversity and covers the territory of six municipalities: Herceg Novi, Tivat, Kotor, Budva, Bar and Ulcinj. A great number of coastal habitats of international importance (both marine and terrestrial) and unique types of vegetation (that had almost disappeared from the region), as well as rich birdlife are present in the region. These costal zones are also rich with unique marine benthic communities. The area around Boka Kotorska Bay, which is an important spawning site, has a number of rare molluscs and other species. Bojana estuary is an important nutrition place for migratory birds. Seaweed meadows of global importance (a substantial number of animal species is linked to their life cycle), the *Posidonia oceanica* and *Cymodocea nodosa* can be found in coastal waters of the Montenegrin Sea. *Posidonia oceanica* is the most important endemic seagrass species of the Mediterranean Sea and it is declining at alarming rates due to climate change and human activities. It has

been selected as representative species of the angiosperm quality elements for the Mediterranean marine environment. However, only 4% of Posidonia formations across the Mediterranean basin are presently protected within the already established Marine Protected Areas (MPAs).

3. Biodiversity and ecosystem services contribute to socio-economic development and human well-being in numerous ways. In Montenegro, they are important factors for preservation of water abundance and quality, protection from natural hazards such as flooding and erosion, and climate regulation. At the same time, they contribute to food production (fishing, collection of edible wild species, soil fertility, agro-biodiversity) and play an important role in providing recreational services and in maintaining attractiveness of the country, both of which are significant for tourism development. The tourism sector in 2013 employed 14,333 people and in 2014 represented 9.5% of the total GDP[5]. Tourism is especially developed in the coastal area of Montenegro and is the main source of employment for local communities. The fishery sector currently employs 631 people and represents 0.5% share in the total GDP of Montenegro but is also one of the two main sources of livelihoods for the local communities. However, various kinds of destructive fishery (e.g. fishing with explosives) and overfishing dramatically reduce the size and number of predatory fish and negatively affect local ecosystems.

4. National efforts for conservation of biodiversity and natural assets resulted in the designation of several PAs under successive nature protection laws. The coverage of national PAs currently amounts to 176,118 ha or 12.75% of the land area of Montenegro. The share of existing nationally protected coastal (terrestrial) PAs in the overall surface of 6 coastal municipalities amounts to 8.6%, which is 13,012.19 ha out of 150,423.09 ha of total coastal area. The existing coastal PAs include all public beaches (19 beaches), which together with five other areas are protected as monuments of nature. Further on, there is one nature reserve (Tivat Salina), three areas of special natural features and one area protected by municipal decision (Kotor-Risan Bay). The share of Marine and Costal areas identified as important for protection (but had not been protected at project design) amounted to 18.8%. Marine areas important for protection have also been approximately defined, taking into account the sites recognized by the Spatial Plan of Montenegro (2008) and the Special Purpose Spatial Plan for the Coastal Zone of Montenegro (2008), which contain proposals for placing under protection new PAs that should integrate ecological values of both coastal (terrestrial) and marine ecosystems, as well as the sites identified through research projects. The overall surface of these areas amounts to approx. 9,000 ha (including marine areas and corresponding coastal belts). Potential coastal and marine PAs (hereinafter: C / MPAs) sites include the following zones and localities: Lustica (from Mamula to Macak Cape), zone from Traste Cape to Platamuni (with a narrow zone of strict protection from Zukovac Cape to Kostovica Cape, wider zone of Katici Isle, zone from Volujica Cape to Dobre vode, zone from Komina Cape to cape by Stari Ulcinj island, Valdanos cove zone to Velika cove and Seka Djerane with the southern part of the zone in front of Velika beach to Bojana River mouth. Designation/establishing of three priority C / MPAs has been identified and proposed in the Special Purpose Spatial Plan for the Coastal Zone of Montenegro (2008) as nationally most relevant C / MPA sites and these are; Platamuni, Katici islands and Stari Ulcinj Island.

5. There are many examples of threatened and declining biodiversity in Montenegro reported in academic literature and official documents, and the flora and fauna of the coastal zone are considered as the most threatened. Vulnerability Assessments of the coastal area of Montenegro that were developed under CAMP project10 indicated a high level of vulnerability in marine part of Boka Kotorska, but also at some locations in Budva, Petrovac, Sutomore, Bar, and Ulcinj. Biodiversity in Platamuni, Katici and Stari Ulcinj is threatened mainly by: (i) habitat loss and fragmentation; (ii) overexploitation of wildlife, and (iii) the effects of global climate change. Currently, the level of awareness on the values and significance of ecosystem services is still rather low. Real costs related to the use of ecosystem products and services are often underestimated or not taken into account. Because of this, cases of degradation and loss of ecosystem services have been recorded. In the coastal region, urbanization and tourism development have led to destruction of natural habitats and have diminished the level of services provided by these areas.

6. Unfortunately, over the last couple of decades, there have been no new designations of PAs in the coastal Montenegro, with the exemption of Tivat Salina nature reserve that was established in 2008. Montenegro is the only country in the whole Mediterranean region that has no nationally proclaimed C / MPA. While comprehensive data on population and distributional changes are lacking for most species and habitats, there are many examples of threatened and declining biodiversity in Montenegro reported in professional literature and official documents. The flora and fauna of the coastal zone are considered as the most threatened. Vulnerability Assessments of the coastal area of Montenegro that were developed under the Coastal Area Management Programme (CAMP) indicated a high level of vulnerability in the marine part of

[5] World Travel and Tourism Counci. (2015). Economic Impact 2015 - Montenegro

Boka Kotorska, but also at some locations in Budva, Petrovac, Sutomore, Bar, and Ulcinj. Biodiversity in Platamuni, Katici and Stari Ulcinj is threatened mainly by: habitat loss and fragmentation; overexploitation of wildlife and fisheries, land-based pollution and the effects of climate change.

7. The long-term solution sought by the Promoting Protected Areas Management through Integrated Marine and Coastal Ecosystems Protection in Coastal Area of Montenegro Project was to improve the conservation mechanisms and enhance the sustainable use of coastal and marine biodiversity through more effective management of the C / MPAs sub-system by addressing the existing barriers to C/MPAs management i.e. lack of detailed data on biodiversity and the status of the coastal and marine ecosystems; weak institutional capacity (personnel, training, equipment, etc.) and financial resources; poor management system for C / MPAs; limited public awareness, information availability and exchange and; no new designations of PAs in coastal zone of Montenegro over the last couple of decades.

3. Project Results Framework

8. The project results framework is built around two components / result areas that are tabulated below. The detailed project result framework forms Annex 3: Project Results Framework of this document.

Table 1: Summary Results Framework[6]

<table>
<tr><td colspan="3">PROJECT OBJECTIVE: To improve the conservation and sustainable use of coastal and marine biodiversity through effective management of the coastal and marine protected areas (C/MPAs) subsystem by addressing institutional and financial sustainability.</td></tr>
<tr><th>Components</th><th>Outcomes</th><th>Outputs</th></tr>
<tr><td rowspan="11">Component 1: Protection of valuable coastal and marine biodiversity assets and establishment of the integrated subsystem[7] of C / MPAs.</td><td rowspan="2">Outcome 1.1. Representative C / MPAs identified to protect key coastal and marine ecosystems and biodiversity of global importance</td><td>Output 1.1.1 The biodiversity and ecosystem services of coastal and marine ecosystems are assessed and nationally and globally significant sites for biodiversity conservation are identified as per national and international standards and requirements</td></tr>
<tr><td>Output 1.1.2 Comprehensive database on the status of coastal and marine ecosystems is established as to support science policy interface for protection of biodiversity assets and harmonization of development plans with the value of biodiversity assets and aligned with work towards creating an updated sub-regional data base on important marine areas</td></tr>
<tr><td rowspan="7">Outcome 1.2. Management framework in place involving all relevant stakeholders for (i) network of C / MPAs in Montenegro; (ii) expansion of C / MPAs; (iii) compatibility of land/sea/natural resources usage with overall biodiversity management goal</td><td>Output 1.2.1. Capacity and governance needs, including technical needs, human resources (including gender consideration) and legislation needs for successful management of C / MPAs identified</td></tr>
<tr><td>Output 1.2.2. Joint multi-stakeholder C / MPAs working group established to form a coordination mechanism for project implementation</td></tr>
<tr><td>Output 1.2.3. National planning framework for the network of C / MPAs is prepared, including the roles and responsibilities of State, private sector, and communities (diversified by gender) for C / MPAs management clarified</td></tr>
<tr><td>Output 1.2.4. 10-Year Business Plan developed and implemented for the expansion and effective management of the network of C / MPAs, including activities on promotion of C/M PAs in the context of sustainable tourism development</td></tr>
<tr><td>Output 1.2.5. Awareness of decision-makers on the economic benefits of a well-managed network of C / MPAs, including sustainable use of coastal and marine habitats raised and increased</td></tr>
<tr><td>Output 1.2.6. Development of the communication strategy to ensure outreach on the activities and benefits of the project for the local, national and international community</td></tr>
<tr><td>Output 1.2.7. Development of an assessment of socio-economic impacts on local population by establishing new C / MPAs</td></tr>
<tr><td rowspan="2">Outcome 1.3. Status of protection for existing coastal PAs covering 13,012.19 hectares revised</td><td>Output 1.3.1 Necessary documents for revision of existing coastal PAs covering 13,012.19 hectares prepared and submitted for adoption</td></tr>
<tr><td>Output 1.3.2 Plans for expansion of the PA network in the coastal area of Montenegro prepared and submitted for adoption</td></tr>
</table>

[6] As per the Request for CEO endorsement dated 14 August 2017.

[7] Subsystem of PAs is considered as an internal component (IUCN PA Guide no. 10 and 21) of the National System of PAs that is designed to: (i) define better processes of decentralization and regionalization of PA activities (IUCN PA Guide no. 10, pg. 11) (ii) provide better links to other national system plans, other planning and legislature (IUCN PA guide no. 10, pg. 19) particularly for Coastal Area.

Components	Outcomes	Outputs
	and plans for expansion of the PA network covering 2,301.2 ha in the coastal area of Montenegro defined	
	Outcome 1.4. Priority integrated C / MPAs established, namely Platamuni, Katici and Stari Ulcinj covering at least 2,301.2 hectares	***Output 1.4.1*** Study on nature protection and other required documentation for establishing three priority C / MPAs prepared, including zoning applicable for spatial planning documentation.
		Output 1.4.2 Consultation process ensuring gender balance provided prior to adoption acts on establishing three new integrated C / M PAs
		Output 1.4.3 Legal instruments for establishing the new PAs are prepared and the adoption requests for the three new C / MPAs are submitted
Component 2: Management effectiveness is ensured in the C / MPAs in Platamuni, Katici and Stari Ulcinj critical land/seascapes.	**Outcome 2.1.** Improved C / MPA management effectiveness in three newly established C / MPAs Platamuni, Katici and Stari Ulcinj	***Output 2.1.1.*** Assessments for setting up management of integrated C/MPAs, including rights-based and co-management agreements for long term financial sustainability in line with the national framework developed.
		Output 2.1.2. Management Plans for three new C/MPAs developed with integrated financial strategy to reduce financing gaps
		Output 2.1.3. Tourism development area plans developed for three new C/MPAs to be integrated in the spatial planning
		Output 2.1.4. Employment of management and staff for the three new C/MPAs facilitated and their capacities raised for effective PA management
		Output 2.1.5. A monitoring and enforcement system developed and implemented to reduce threats to biodiversity in C/MPAs and their buffer areas and ensure effective PA management
	Outcome 2.2. Lessons learned platform for establishment and effective management of C / MPAs guiding future efforts on expansion of PAs	***Output 2.2.1*** Guidelines with lessons learned developed and endorsed by the relevant institutions, including recommendations on changes to national legislation.

9. The project responds to the GEF BD-1 strategy and Programs 1 and 2: 'Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure' and 'Nature's Last Stand: Expanding the Reach of the Global Protected Area Estate' respectively. The project contributes to sub-programme 3: Nature Action of the UNEP Programme of Work and to Sustainable Development Goal 14: Life Below Water.

4. Executing Arrangements

10. The project was funded by the Global Environment Facility (GEF) and executed by the United Nations Environment Programme (UNEP) Europe Office under the supervision of the UNEP Ecosystems Division[8] (Implementing Agency). To ensure country ownership, the Ministry of Sustainable Development and Tourism[9] chaired the Project Steering Committee and hosted the Project Management and Implementation Unit. The Ministry of Sustainable Development and Tourism, on behalf of the Government of Montenegro, was also expected to provide political and institutional supervision for the project activities and to appoint a Project Director to serve as the liaison person between UNEP and the Ministry and ensure proper coordination of the project within national institutions.

[8] Named Division of Environmental Policy Implementation (DEPI) at project design
[9] Renamed - Ministry of Ecology, Spatial Planning and Urbanism.

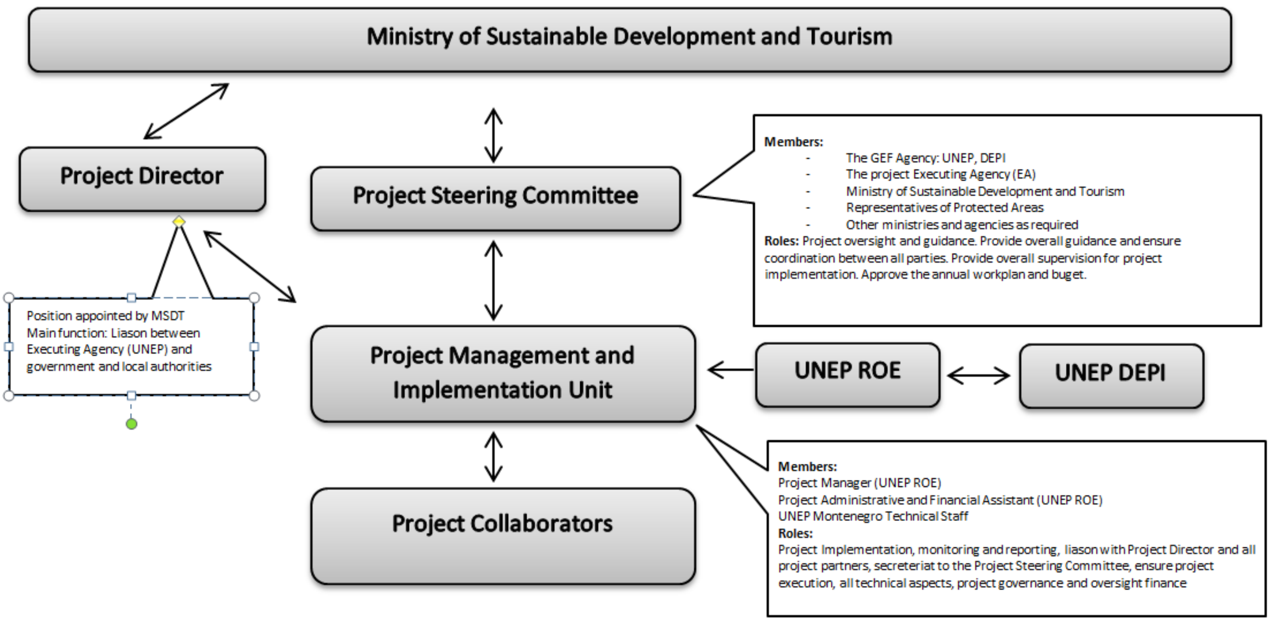

Figure 2: Project Implementation Structure

5. Project Cost and Financing

11. The total project budget at project design and approval was **US$ 14,056,615** and comprised of **US$ 1,602,940** GEF financing and **US$ 12,453,675** In-kind co-financing. Details are tabulated below.

Table 2: Total Project Budget[10]

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount ($)	Confirmed Co-financing ($)	Total (US$)
Component 1: Protection of valuable coastal and marine biodiversity assets and establishment of the integrated subsystem of C / MPAs	TA	**Outcome 1.1.** Representative C / MPAs identified to protect key coastal and marine ecosystems and biodiversity of global importance.	GEFTF	800,000	7,400,000	8,200,000
	TA	**Outcome 1.2.** Management framework in place involving all relevant stakeholders for (i) network of C / MPAs in Montenegro; (ii) expansion of C / MPAs; (iii) compatibility of land/sea/natural resources usage with overall biodiversity management goal				
	TA	**Outcome 1.3.** Status of protection for existing coastal PAs covering 13,012.19 hectares revised and plans for expansion of the PA network covering 2,301.2 ha in the coastal area of Montenegro defined.				
	TA	**Outcome 1.4.** Priority integrated C / MPAs established, namely Platamuni, Katici and Stari Ulcinj covering at least 2,301.2 hectares.				
Component 2: Management effectiveness is ensured in the C	TA	**Outcome 2.1.** Improved C / MPA management effectiveness in three newly established C / MPAs Platamuni, Katici and Stari Ulcinj	GEFTF	657,218	4,803,675	5,460,893

[10] Extract from the Request for CEO endorsement dated 14 August 2017.

Project Component	Grant Type	Expected Outcomes	Trust Fund	Grant Amount ($)	Confirmed Co-financing ($)	Total (US$)
/ MPAs in Platamuni, Katici and Stari Ulcinj critical land/seascapes.	TA	**Outcome 2.2.** Lessons learned platform for establishment and effective management of C / MPAs guiding future efforts on expansion of PAs				
Sub Total				**1,457,218**	**12,203,675**	**13,660,893**
Project Management Cost (PMC)			GEFTF	145,722	250,000	395,722
Total project costs				**1,602,940**	**12,453,675**	**14,056,615**

Table 3: Sources of confirmed project co-financing[11]

Sources of Co-financing	Name of Co-financier (source)	Type of Co-financing	Co-financing Amount ($)
National Government	Ministry of Sustainable Development and Tourism (MSDT)	In-kind	12,203,675
GEF Agency	United Nations Environment Programme (UNEP)	In-kind	250,000
Total Co-financing		In-kind	**12,453,675**

6. Implementation Issues

12. A mid-term review of the project completed in June 2021 rated the project satisfactory on account of its strong strategic relevance, satisfactory financial management, efficiency, monitoring and reporting. On the other hand, project effectiveness was rated "Moderately Satisfactory" on account of slow progress of project execution as a result of the COVID-19 pandemic.

13. Four no cost project amendments were undertaken during the life of the project as tabulated below.

Table 4: Project Amendments

#	Date of execution	Reason(s) for Amendment
1	15 March 2021	○ No cost extension with a technical closure by 31 December 2021 and a financial closure by 30 June 2022.
2	19 November 2021	○ No cost extension with a technical closure by 31 December 2022 and a financial closure by 30 June 2024 to avail more time for achievement of project objectives.
3	30 December 2022	○ No cost extension with a technical closure by 30 September 2023 and a financial closure by 31 December 2024 to avail more time for achievement of project objectives.
4	21 February 2024	○ No cost extension with a technical closure by 30 June 2024 and a financial closure by 31 March 2024 to allow for more time for achieve the objectives of the project as per the revised Budget and Workplan

[11] Extract from the Request for CEO endorsement dated 14 August 2017.

Section 2. OBJECTIVE AND SCOPE OF THE EVALUATION

7. Objective of the Evaluation

14. In line with the UNEP Evaluation Policy[12] and the UNEP Programme Manual[13], 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. 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 the executing partners. 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.

8. Key Evaluation Principles

15. 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.

16. **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.

17. **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 <u>over time</u> and <u>between contexts</u> 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 <u>prior intentionality</u> (e.g. approved project design documentation, logical framework) and the articulation of <u>causality</u> (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.

18. **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.

9. Key Strategic Questions

19. 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.

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12 https://www.unenvironment.org/about-un-environment/evaluation-office/policies-and-strategies
13 https://wecollaborate.unep.org

Question 1: In what ways, and to what extent, were the recommendations from the Mid Term Review actioned upon?

Question 2: To what extent did project implementation incorporate lessons learned from previous interventions?

20. 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**:

a) 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 provided[14]).

b) 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)*

c) 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)

d) 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)*

e) 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)*

10. Evaluation Criteria

21. 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

22. 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 Strategy[15] (MTS), Programme of Work (POW) and Strategic Priorities

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[14] This is not applicable for Enabling Activities

[15] *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*

23. 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 Building[16] (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

24. 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.

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

25. 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/Coherence[17]

26. An assessment will be made of how well the project, either at design stage or during the project inception or mobilization[18], 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

27. 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 rating[19] 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

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[16] *http://www.unep.fr/ozonaction/about/bsp.htm*
[17] *This sub-category is consistent with the new criterion of 'Coherence' introduced by the OECD-DAC in 2019.*
[18] *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.*
[19] 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.

- Responsiveness to human rights and gender equality

C. Nature of External Context

28. At evaluation inception stage a rating is established for the project's external operating context (considering the prevalence of conflict, natural disasters and political upheaval[20]). This rating is entered 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 Outputs[21]

29. 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 supervision[22]

ii. Achievement of Project Outcomes[23]

30. The achievement of project outcomes is assessed as performance against the project outcomes as defined in the reconstructed[24] 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:

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

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[20] *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.*

[21] *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)*

[22] *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.*

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

[24] *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.*

- Communication and public awareness

iii. Likelihood of Impact

31. 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.

32. 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 disproportionally 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.

33. The Evaluation will consider the extent to which the project has played a catalytic role[25] 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.

34. 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

E. Financial Management

35. 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:

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[25] 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.

- Preparation and readiness
- Quality of project management and supervision

F. Efficiency

36. 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.

37. 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.

38. 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 complementarities[26] with other initiatives, programmes and projects etc. to increase project efficiency.

39. 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

G. Monitoring and Reporting

40. 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

41. Each project should be supported by a sound monitoring plan that is designed to track progress against SMART[27] 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

42. 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.

[26] *Complementarity with other interventions during project design, inception or mobilization is considered under Strategic Relevance above.*
[27] *SMART refers to results that are specific, measurable, achievable, relevant and time-oriented. Indicators help to make results measurable.*

43. 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

44. 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

45. Sustainability[28] 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

46. 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

47. 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

48. 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:

[28] *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)*

- 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.)

i. Preparation and Readiness

49. 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).*

ii. Quality of Project Management and Supervision

50. 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 projects[29], 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.

51. 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.

iii. Stakeholder Participation and Cooperation

52. 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.

53. 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).*

iv. Responsiveness to Human Rights and Gender Equality

54. 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.

[29] 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 provide 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 Environment[30].

55. 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.

56. Note that the project's effect on equality (i.e., promoting human rights, gender equality and inclusion of those living with disabilities and/or belonging to marginalised/vulnerable groups) should be included within the TOC as a general driver or assumption where there is no dedicated result within the results framework. If an explicit commitment on this topic is made within the project document, then the driver/assumption should also be specific to the described intentions.

57. 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).

v. Environmental and Social Safeguards

58. 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 requirements[31] 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 r*eport* 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).

59. The Evaluation will also consider the extent to which the management of the project minimised UNEP's environmental footprint.

60. 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.

vi. Country Ownership and Driven-ness

61. 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 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.

vii. Communication and Public Awareness

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[30] The 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

[31] For 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.

62. 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.

63. 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

64. 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.)

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

(a) A **desk review** of:

- Relevant background documentation, inter alia [Request for CEO endorsement and associated attachments, Internal Cooperation Agreement (ICA) and its associated amendments].
- 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), grant agreements, the logical framework and its budget.
- Project reports such as six-monthly progress and financial reports, progress reports from collaborating partners, steering committee meeting minutes, relevant correspondence and including the Project Implementation Reviews and Tracking Tool, project Geographical Information Systems (GIS) data etc.
- Project deliverables.
- Mid-Term Review of the project.

(b) **Interviews** (individual or in group) with:

- UNEP Task Manager (TM).
- The Executing Agency [UNEP Europe Office]
- Project management team.
- UNEP Fund Management Officer (FMO).
- Portfolio Manager and Sub-Programme Coordinator, where appropriate.
- Project partners.
- Participating country institutions and civil society organisations
  - Ministry of Ecology, Spatial Planning and Urbanism
  - Nature and Environmental Protection Agency
  - Ministry of Agriculture, Forestry and Water Management
  - Public Enterprise Coastal Zone Management Agency
- Other relevant resource persons / institutions.
- Representatives from civil society and specialist groups (such as Tourism facility operators, Fishermen/ fishing associations, port authorities, research institutions, think tanks and academics).

(c) **Field visits** to project sites in Montenegro.

(d) **Surveys** [if appropriate]

(e) **Other** data collection methods and tools as necessary.

11. Evaluation Deliverables and Review Procedures

66. The Evaluation Team 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.

67. **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.

68. 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.

69. 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.

70. 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.

12. The Evaluation Consultant

71. For this Evaluation, the Evaluation Consultant will work under the overall responsibility of the Evaluation Office represented by an Evaluation Manager [Stephen Baguma] in consultation with the UNEP Task Manager [Johan Robinson], Project Manager [Sonja Gebert], Fund Management Officer [George Saddimbah] the Sub-programme Coordinator for Nature action [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.

72. The Evaluation Consultant will be hired over a period of six (6) months [November 2024 to April 2025] and should have the following: a university degree in environmental sciences, international development or other relevant political or social sciences area is required and an advanced degree in the same areas is desirable; a minimum of nine (9) years of technical / evaluation experience is required, preferably including evaluating large, regional or global programmes and using a Theory of Change approach; and a good/broad understanding of protected areas management, coastal and marine ecosystems management 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 and proficiency in oral and written Montenegrin is desirable. 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.

73. The Evaluation Consultant 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. The consultant will ensure that all evaluation criteria and questions are adequately covered.

74. 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:

<u>Inception phase of the Evaluation, including:</u>

- 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

<u>Data collection and analysis phase of the Evaluation, including:</u>

- 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.

<u>Reporting phase, including:</u>

- 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)

<u>Managing relations, including:</u>

- 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.

13. Schedule of the Evaluation

The table below presents the tentative schedule for the Evaluation.

Table 5: Tentative schedule for the Evaluation

Milestone	Tentative Dates
Evaluation Initiation Meeting	August 2024
Inception Report	November 2024
Evaluation Mission	December 2024
E-based interviews, surveys etc.	December 2024
PowerPoint/presentation on preliminary findings and recommendations	January 2025
Draft report to Evaluation Manager (and Peer Reviewer)	January 2025
Draft Report shared with UNEP Project Manager and team	February 2025
Draft Report shared with wider group of stakeholders	March 2025
Final Report	March 2025
Final Report shared with all respondents	April 2025

14. Contractual Arrangements

75. 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.

76. 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:

Table 6: Schedule of Payment for the Evaluation Consultant

Deliverable	Percentage Payment
Approved Inception Report (as per Guidance Note)	30%
Approved Draft Main Evaluation Report (as per Guidance Note)	30%
Approved Final Main Evaluation Report (as per Report Template)	40%

77. 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.

78. 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.

79. 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.

80. 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[32].

[32] This may include contract cancellation in-line with prevailing UN Secretariat rules.

Annex 1: Tools, Templates and Guidance Notes for use in the Evaluation

81. The tools, templates and guidance notes listed in the table below, and available from the Evaluation Manager, are intended to help Evaluation Managers and Evaluation Consultants to produce evaluation products that are consistent with each other, and which can be compiled into a biennial Evaluation Synthesis Report. The biennial summary is used to provide an overview of progress to UN Environment and the UN Environmental Assembly.

82. This suite of documents is also intended to make the evaluation process as transparent as possible so that all those involved in the process can participate on an informed basis. It is recognised that the evaluation needs of projects and portfolio vary and adjustments may be necessary so that the purpose of the evaluation process (broadly, accountability and lesson learning), can be met. Such adjustments should be decided between the Evaluation Manager and the Evaluation Consultants in order to produce evaluation reports that are both useful to project implementers and that produce credible findings.

83. ADVICE TO CONSULTANTS: As our tools, templates and guidance notes are updated on a continuous basis, kindly download documents from the link provided by the Evaluation Manager during the Inception Phase and use those versions throughout the Evaluation.

List of tools, templates and guidance notes available:

Document #	Name
1	00_Tools Description and Mapping (Word file)
2	00a_UNEP Glossary Results Definitions (PDF file)
3	00b_List of Documents Needed for Evaluations (Word file)
4	01_Evaluation Criteria (Word file)
5	02_Criterion Rating Descriptions Matrix (Word file)
6	03_Evaluation Ratings Table ONLY (Word file)
7	04_Weighed Ratings Table (Excel file)
8	05_Project Identification Table ONLY (Word file)
9	06_Inception Report Structure and Contents (Word file)
10	07_Main Evaluation Report Structure and Contents (Word file)
11	08_TOC Reformulation Justification Table ONLY (Word file)
12	09_Quality of Project Design Assessment (Word file)
13	09a Quality of Project Design Assessment Template.xlsx (Excel file)
14	10_Stakeholder Analysis Guidance Note (Word file)
15	11_Gender Methods Note for Consultants (Word file)
16	12_Safeguards Methods Note for Consultants (Word file)
17	13_Use of Theory of Change in Project Evaluations (Word file)
18	14_Financial Tables (Word file)
19	15_Likelihood of Impact.xlsm (Excel file)
20	15a_Likelihood of impact Test Case (Excel file)
21	16_Recommendations Quality Guidance Note (Word file)
22	16a_In Report Template Presenting Recommendations and Lesson Learned (Word file)
23	17_TE-MTE GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
24	18_TE-MTE Non GEF Cover Page Prelims and Style Sheet Main Evaluation Report (Word file)
25	19_Quality of Evaluation Report Assessment FINAL ONLY (Word file)
26	20_Evaluation Methodology Structure (Word file)
27	21_GEF Portal Annex Template (Word file)
28	Process 1_Evaluation Process Guidelines for Consultants (Word file)
29	Process 2_Template for Attestation Letter (Word file)
30	Process 3_Evaluation Consultants Agreement Form (Word file)
31	Process 4_Guidelines for Field Work During Coronavirus (Word file)
32	Process 5_Evaluation Consultants Team Roles (Word file)
33	Process 6_ Template for Reference Checks (Word file)

Annex 2: GEF Portal Inputs

The following table contains text to be uploaded to the GEF Portal. **It will be drawn from the Evaluation Report, either as copied or summarised text.** In each case, references should be provided for the paragraphs and pages of the report from which the responses have been copied or summarised.

Table II: GEF portal inputs

Question: What was the performance at the project's completion against Core Indicator Targets? (For projects approved prior to GEF-7[33], these indicators will be identified retrospectively and comments on performance provided[34]).
Response: *(Might be drawn from Monitoring and Reporting section)*
Question: 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)*
Response: *(Might be drawn from Factors Affecting Performance section)*
Question: 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)*
Response: *(Might be drawn from Factors Affecting Performance section/Responsiveness to Human Rights and Gender Equality)*
Question: 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)*
Response: (Might be drawn from Factors Affecting Performance section/Environmental and Social Safeguards)
Question: 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)*
Response: *(Might be drawn from Factors Affecting Performance section/Communication and Public Awareness)*
Question: What are the main findings of the evaluation?
Response:

[33] The GEF is currently operating under the seventh replenishment period of the GEF Trust Fund covering the period July 1, 2018 to June 30, 2022. The GEF Portal Reporting Guide for FY20 Reporting Process indicates that GEF-6 projects that have yet to map existing indicators to GEF-7 Core Indicators need to do so at MTR stage or (if already there) at the time of the TE. .(i.e. not GEF projects approved before GEF-6)
[34] This is not applicable for Enabling Activities

Annex 3: Project Results Framework[35]

Project Outcomes	Outcome Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification
Project Objective: To improve the conservation and sustainable use of coastal and marine biodiversity through effective management of the coastal and marine protected areas (C/MPAs) subsystem by addressing institutional and financial sustainability.				
Component 1: Protection of valuable coastal and marine biodiversity assets and establishment of the integrated subsystem of C / MPAs				
Outcome 1.1. Representative C / MPAs identified to protect key coastal and marine ecosystems and biodiversity of global importance	At least **one data set** on biodiversity assets for all the coastal and marine ecosystems covering 93,243.48 hectares of coastal area of Montenegro	**No data set** on biodiversity in the country and particularly in the Coastal (terrestrial and marine) area (no comprehensive data sets). Scientific research are rarely implemented, and generally on a limited scale and as part of individual projects supported with funds from international sources	**Mid-Point Target (MT):** **1 Data Set** for all the coastal and marine ecosystems covering 93,243.48 hectares of coastal area of Montenegro **End of project Targets (ET)**: **1 Data Set** for all the coastal and marine ecosystems covering 93,243.48 hectares of coastal area of Montenegro, which enables developing criteria for prospective C / MPAs prioritization developed and agreed upon with decision makers, and aligned to create an updated sub-regional data base on important marine areas	Data sets and mapping in GIS database C / MPA prioritization list developed
Outcome 1.2. Management framework in place involving all relevant stakeholders for (i) network of C / MPAs in Montenegro; (ii) expansion of C / MPAs; (iii) compatibility of land/sea/natural resources usage with overall biodiversity management goal	**7 points increase** in the Capacity Development Scorecard for the Ministry of Sustainable Development and Tourism	Capacity Development Scorecard: **16** The existing management framework for the subsystem of C / MPAs is not operational Lack of capacities for effective management of the C / MPA subsystem No effective monitoring system for the C / MPAs subsystem in place Lack of awareness on the benefits of well-managed network of C / MPAs	**MT**: Capacity Development Scorecard: **20** Capacity and governance needs including technical needs, human resources and legislation needs for successful management of C / MPAs identified and their roles clarified Awareness of decision-makers on the economic benefits of a well-managed network of coastal and marine PA system raised and increased, including sustainable use of coastal and marine habitats Potential socio-economic impacts of the project on local population identified **ET:** Capacity Development Scorecard: **23** National planning framework for the network of C / MPAs is prepared and submitted for consultation with government List of actions to mitigate negative effects of the project on local population submitted for consultation with government	List of identified needs and roles Minutes from the first joint multi-stakeholder working group meeting Number of communication materials Training reports from modules for relevant authorities 10-Year Business Plan for effective management of C / MPAs subsystem developed Prepared documents for designing national planning framework submitted to government Prepared assessment of socio-economic impacts on local population submitted to the government

[35] Extract from the Request for CEO endorsement dated 14 August 2017.

Project Outcomes	Outcome Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification
Outcome 1.3. Status of protection for existing coastal PAs covering 13,012.19 hectares revised and plans for expansion of the PA network covering 2,301.2 ha in the coastal area of Montenegro defined	**Ha of areas proposed for revision of protection status** (Protection status of up to 13,012.19 hectares of existing coastal PAs revised)	0 Insufficient network of national PAs (12,75% of the country is protected or 176,117 ha), no MPA, i.e. C / MPAs	**MT:** Request for revision of the status of 13,012.19 ha existing coastal PAs prepared **ET: Request for revision 13,012.19 hectares** submitted to the government	Documents prepared for revision of existing coastal PAs Plan for expansion of the C / MPA network in the coastal area of Montenegro
	Ha of new areas identified and planned for protection (2,301.2 ha planned for protection in the coastal area of Montenegro)	0	**ET**: **2,301.2 ha** planned for expansion of the C / MPA network	
Outcome 1.4. Priority integrated C / MPAs established, namely Platamuni, Katici and Stari Ulcinj covering at least 2,301.2 hectares	Number and ha of new integrated C / MPAs proposed for protection of representative coastal and marine ecosystems (covering up to 2,301.2 ha)	No MPA, 1 CPA (Tivat Salina)	**MT:** Study on nature protection and other required documentation for establishing 3 new C / MPAs prepared, including zoning applicable for spatial planning documentation. **ET:** Increased number of national coastal PAs to 4 by **3 new C / MPAs covering 2,301.2 hectares**	Valorisation studies Reports from the consultation processes Three draft C / MPA establishment acts
	% increase per annum in habitat distributional range of *Posidonia oceanica* as an endangered species and important habitat endemic to the Mediterranean Sea (1.5% increase)	0	**1.5 % increase per annum** in habitat distributional range of *Posidonia oceanica* as an endangered species and important habitat endemic to the Mediterranean Sea	
Output 1.1.1 The biodiversity and ecosystem services of coastal and marine ecosystems are assessed and nationally and globally significant sites for biodiversity conservation are identified as per national and international standards and requirements Output 1.1.2 Comprehensive database on the status of coastal and marine ecosystems is established as to support science policy interface for protection of biodiversity assets and harmonization of development plans with the value of biodiversity assets and aligned with work towards creating an updated sub-regional data base on important marine areas Output 1.2.1. Capacity and governance needs, including technical needs, human resources (including gender consideration) and legislation needs for successful management of C / MPAs identified Output 1.2.2. Joint multi-stakeholder C / MPAs working group established to form a coordination mechanism for project implementation Output 1.2.3. National planning framework for the network of C / MPAs is prepared, including the roles and responsibilities of State, private sector, and communities (diversified by gender) for C / MPAs management clarified Output 1.2.4. 10-Year Business Plan developed and implemented for the expansion and effective management of the network of C / MPAs, including activities on promotion of C/M PAs in the context of sustainable tourism development Output 1.2.5. Awareness of decision-makers on the economic benefits of a well-managed network of C / MPAs, including sustainable use of coastal and marine habitats raised and increased Output 1.2.6. Development of the communication strategy to ensure outreach on the activities and benefits of the project for the local, national and international community Output 1.2.7. Development of an assessment of socio-economic impacts on local population by establishing new C / MPAs Output 1.3.1 Necessary documents for revision of existing coastal PAs covering 13,012.19 hectares prepared and submitted for adoption				

Project Outcomes	Outcome Indicators	Baseline	Targets and Monitoring Milestones	Means of Verification
Output 1.3.2 Plans for expansion of the PA network in the coastal area of Montenegro prepared and submitted for adoption Output 1.4.1 Study on nature protection and other required documentation for establishing three priority C / MPAs prepared, including zoning applicable for spatial planning documentation. Output 1.4.2 Consultation process ensuring gender balance provided prior to adoption acts on establishing three new integrated C / M PAs Output 1.4.3 Legal instruments for establishing the new PAs are prepared and the adoption requests for the three new C / MPAs are submitted				
Component 2: Management effectiveness is ensured in the C / MPAs in Platamuni, Katici and Stari Ulcinj critical land/seascapes				
Outcome 2.1. Improved C / MPA management effectiveness in three newly established C / MPAs Platamuni, Katici and Stari Ulcinj	**27 points increase** in PA Management Effectiveness Tracking Tool (METT) scores[36] **72 points increase** in Financial Sustainability Scorecard	METT Baseline: 23; Financial Sustainability Scorecard: 43	**MT:** **METT: 30** **Financial Sustainability Scorecard: 75** Management plans for three new C / MPAs drafted and submitted to government for consultations Financial strategies developed for the three new C / MPAs Tourism development area plans defined for three new C / MPAs and submitted for adoption Management and staff for the three new C / MPAs identified[37] and trained Monitoring and enforcement system developed **ET:** **METT: 50** **Financial Sustainability Scorecard: 115** Effective and sustainable management plans in place for the three new C / MPAs	Management plans for three new C / MPAs Study on economic benefits taking into consideration gender and women's empowerment issues Financial strategy Staff records Training reports Tourism development areas identified and zoned Monitoring system
Outcome 2.2. Lessons learned platform for establishment and effective management of C / MPAs guiding future efforts on expansion of PAs	**At least 2** guidelines containing lessons learned published	0 C / MPAs have no adequate management option for possible rights-based and co-management agreements for long term financial sustainability of C / MPAs	**MT: 0** Recommendations for necessary amendments in the national legislation collected **ET: At least 2 publications on lessons learned published** Guidelines containing recommendations drafted in consultation with relevant stakeholders and published	Published guidelines
Output 2.1.1. Assessments for setting up management of integrated C/MPAs, including rights-based and co-management agreements for long term financial sustainability in line with the national framework developed Output 2.1.2. Management Plans for three new C/MPAs developed with integrated Financial strategy to reduce financing gaps Output 2.1.3. Tourism development area plans developed for three new C/MPAs to be integrated in the spatial planning Output 2.1.4. Employment of management and staff for the three new C/MPAs facilitated and their capacities raised for effective PA management[38] Output 2.1.5. A monitoring and enforcement system developed and implemented to reduce threats to biodiversity in C/MPAs and their buffer areas and ensure effective PA management Output 2.2.1 Guidelines with lessons learned developed and endorsed by the relevant institutions, including recommendations on changes to national legislation.				

[36] Baseline (23) and target scores (MT:30, ET: 50) are valid for all three PAs
[37] GEF funds will not be used for staff salaries
[38] GEF funds will not be used for staff salaries