



## Mid Term Review

Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin

Report



Glen Hearn, PhD.

Eco-Logical Resolutions Ltd.

Mobile: (+1) 604.848.4096

[www.eco-logical-resolutions.com](http://www.eco-logical-resolutions.com)

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Prepared for:

Elvita Kabashi ([elvita.kabashi@undp.org](mailto:elvita.kabashi@undp.org)) UNDP-Albania

Shkipe Deda-Gjurgjiali ([shkipe.deda-gjurgjiali@undp.org](mailto:shkipe.deda-gjurgjiali@undp.org)) UNDP-Kosovo

Vladimir Mamaev ([vladimir.mamaev@undp.org](mailto:vladimir.mamaev@undp.org)) UNDP Regional Hub for Europe and CIS

By:

Eco-Logical Resolutions

1066 Dusty Road

Denman Island,

BC, Canada, V0R1T0

mobile: (+1) 604.848.4096

[www.eco-logical-resolutions.com](http://www.eco-logical-resolutions.com)

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## Basic Project Information

Project Information – Extended Drin Basin	
Project Title	Enabling transboundary cooperation and integrated water resources in the extended Drin Basin.
UNDP PIMS ID	4482
GEF ID	4483
MTR time frame and report	11 January – 30 April 2019
Country(ies)	Albania, North Macedonia <sup>1</sup> , Montenegro, (Greece, Kosovo* <sup>2</sup> )
GEF Operational Focal Area/Strategic Program	International Waters
UNDP-GEF Technical Team	Water and Oceans
Project Implementing Agencies	UNDP IRH
Project Executing Partners	Global Water Partnership (GWP), Global Water Partnership – Mediterranean (GWP-Med) ; UNECE
Project Partners	
Project Type	Full Size
Start Date – End Date	06 August 2015 – 31 August 2019
Total Resources / GEF Allocated Resources	\$226,429,721 / \$4,500,000

Project Information – White Drin & Extended Drin Basin	
Project Title	Enabling transboundary cooperation and integrated water resources in the White Drin and extended Drin Basin.
UNDP PIMS ID	5510
GEF ID	9121
MTR time frame and report	11 January – 30 April 2019
Country(ies)	Kosovo
GEF Operational Focal Area/Strategic Program	International Waters
UNDP-GEF Technical Team	Water and Oceans
Project Executing Agencies	UNDP IRH
Project Implementing Partner	GWP, GWP-Med
Project Partners	
Project Type	Medium Size
Start Date – End Date	06 August 2015 – 31 August 2019
Total Resources / GEF Allocated Resources	\$8,853,373/ \$1,000,000 <sup>3</sup>

<sup>1</sup> Note the name North Macedonia become the official name for FYR Macedonia on 25 January, 2019.

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

<sup>3</sup> UNDP (2015) Project Document for Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin River Basin, Pac meeting at 7 May 2015.

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## Disclaimer

*This report adheres to the UN rules and policies regarding the names and international status of countries and/or other geographical areas etc. The use of characterizations, names, maps or other geographical statements in this document in no way implies any political view or positions of the Parties which are executing and implementing the GEF Drin Project. Any errors or mistakes in this report are the sole responsibility of the author.*

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## Acronyms and Abbreviations

ADA	Austrian Development Agency
EU	European Union
EUWI	European Union Water Initiative
FYR Macedonia	The Former Yugoslav Republic of Macedonia
GEF	Global Environment Facility
GIZ	Germany agency for International Cooperation
GWP-Med	Global Water Partnership – Mediterranean
IBRD	International Bank for Reconstruction and Development
ICPDR	International Commission for the Protection of the Danube River
ICT	Information and Communication Tools
IHP	International Hydrological Programme of UNESCO
IPA	Instrument for Pre-Accession Assistance (European Union)
IW	International Waters
IW:LEARN	International Waters Learning Exchange and Resource Network
IWRM	Integrated Water Resources Management
KAP	Kombinat Aluminijuma Podgorica (Aluminum Plant in Podgorica)
KfW	Kreditanstalt Für Wiederaufbau (German Development Bank)
KEPA	Kosovo Environmental Protection Agency
LOCP	Lake Ohrid Conservation Project
LOMB	Lake Ohrid Management Board
LOWC	Lake Ohrid Watershed Committee
LSIEMP	Lake Skadar-Shkoder Integrated Ecosystem Management Project (supported by GEF)
LSNP	Lake Skadar National Park
MAFCP	Ministry of Agriculture and Food and Consumer Protection (Albania)
MAFWE	Ministry of Agriculture, Forestry and Water Economy (FYR Macedonia)
MARD	Ministry of Agriculture and Rural Development (Montenegro)
MDGs	Millennium Development Goals
MED EUWI	Mediterranean Component of the European Union Water Initiative
MedWet	The Mediterranean Wetlands Initiative
MEFWA	Ministry of Environment, Forestry and Water Administration (Albania)
MEPP	Ministry of Environment and Physical Planning (FYR Macedonia)
MESP	Ministry of Environment and Spatial Planning (Kosovo)
METE	Ministry of Economy, Trade and Energy (Albania)
MH	Ministry of Health
MI	Ministry of Interior (Albania)
MIAPA	Ministry of Internal Affairs and Public Administration (Montenegro)
MIO-ECSDE	Mediterranean Information Office for Environment, Culture and Sustainable Development
MoU	Memorandum of Understanding
MPWT	Ministry of Public Works and Transportation (Albania)
MSDT	Ministry of Sustainable Development and Tourism (Montenegro)
MTCYS	Ministry of Tourism, Culture, Youth and Sports (Albania)
NCSD	National Council for Sustainable Development (Montenegro)
NGO	Non-governmental Organization
NIVA	Norwegian Institute for Water Research
NSSD	National Strategy of Sustainable Development
NSWR	National Strategy on Water Resources
NWC	National Water Council (Albania)
ODA	Official Development Aid

OECD	Organization for Economic Cooperation and Development
OSCE	Organization for Security and Co-operation in Europe
PA	Protected Area
PAHs	Polycyclic Aromatic Hydrocarbons
PBA	Prime Butterfly Areas
PCB	Polychlorinated Biphenyls
PENP	Public Enterprise for National Parks (Montenegro)
PENP	Public Enterprise National Parks (Montenegro)
PPCC	Prespa Park Coordination Committee
PPG	Project Preparation Grant
PPMC	Prespa Park Management Committee
PPP	Purchasing power parity
RBA	River Basin Agencies
RBC	River Basin Council
RBD	River Basin District
RBM	River Basin Management Plan
SAP	Strategic Action Plan
SAP	Stabilization and Association Process
SDC	Swiss Agency for Development and Cooperation
SECO	Swiss Cooperation
SEE	South Eastern Europe
SIDA	Swedish International Development Cooperation Agency
SLMNR	Shkoder Lake Managed Natural Reserve
SLNP	Skadar Lake National Park
SNV	Netherlands Development Organization
SWSSC	Shkoder Water Supply and Sewerage Company"



# 1 Executive Summary

## 1.1 Project Information Table

Project Title:	Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin		
GEF Project ID:	4483	PIF Approval Date	03 October 2012
UNDP Project ID:	4482	CEO Endorsement Date	17 October 2014
Country:	Albania, North Macedonia, Montenegro,	Project Start date	06 August 2015 <sup>4</sup>
Region:		Planned Closing date	31 August 2019
Implementing Agency	UNDP	Revised closing date	
Executing Partners	GWP, GWP-Med	GEF Focal Area:	International Waters
Project Partners			
Project Financing	At CEO Endorsement (US\$)	At Midterm Review (US\$)	
(1) GEF financing	4,5000,000	4,500,000	
(2) UNDP contrib.	5,314,221		
(3) Governments	52,804,000		
(4) Other partners			
(5) Total Co-Fin			
Project Total Costs	226,329,721	226,329,721	

Updated Project Title:	Enabling transboundary cooperation and integrated water resources management in the White Drin and extended Drin River Basin		
GEF Project ID:	9121	PIF Approval Date	Add on Project no PIF
UNDP Project ID:	5510	CEO Endorsement Date	17 October 2014
Country:	Kosovo	Project Start date	06 August 2015 <sup>5</sup>
Region:		Planned Closing date	31 August 2019
Implementing Agency	UNDP (Kosovo)	Revised closing date	
Executing Partners	GWP, GWP-Med	GEF Focal Area:	International Waters
Project Partners			
Project Financings	At CEO Endorsement (US\$)	At Midterm Review (US\$)	
(1) GEF financing	1,0000,000	1,000,000	
(2) UNDP contrib.	250,000		
(3) Governments	60,000		
(4) Other partners	7,543,373,		
(5) Total Co-Fin	7,853,373		
Project Total Costs	8,853,373	8,853,373	

<sup>4</sup> UNDP Albania signed the PCA with GWP on 29 September 2015.

<sup>5</sup> UNDP Kosovo signed the PCA with GWP on 12 November 2015 – Activities in Kosovo could not be financed before this date. Activities started on 16 December 2015 with the Inception Workshop, Tirana.

## 1.2 Project Description

The “GEF Drin Project” consists of a full-sized project with an add-on project (i) the full-sized project “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (PIMS 4482/ GEF ID 4483) and, (ii) the medium-sized “add-on” project “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin” (PIMS 5510 / GEF ID 9121). The project received CEO Endorsement in October 2014; however the project waited for over a year until an additional project including Kosovo could be added. The revised start date for both projects was 6 August 2015. However, project activities really commenced on 16 December, 2015 with the Inception Workshop in Tirana.<sup>6</sup>

The GEF Drin Project is implemented by the United Nations Development Programme (UNDP) and executed by the Global Water Partnership (GWP) through GWP-Mediterranean (GWP-Med), in cooperation with the United Nations Economic Commission for Europe (UNECE). GWP-Med serves as the Secretariat of the Drin Core Group, the multilateral body responsible for the implementation of the 2011 Memorandum of Understanding (Drin MoU).<sup>7</sup>

The project, and its add-on are completely complimentary. GEF acknowledged that transboundary cooperation for the Drin would not be possible without the full participation of Kosovo<sup>8</sup> which relates to the “add-on project”. Previously, Kosovo had not been eligible to participate in the Drin Dialogue 2009-2011 that gave birth to the Drin MoU due to funding requirements. Nevertheless, Kosovar institutions were involved in its development<sup>9</sup>, illustrating their commitment to the process.

In early 2015 Kosovo became eligible for GEF financing. Subsequently, UNDP and GWP-Med reached an agreement with GEF for an MSP to add Kosovo to the Drin full sized project. Together they are termed the “GEF Drin Project”

The GEF Drin Project goal is to foster the joint management of the shared water resources of the extended transboundary Drin River Basin (including the White Drin), including coordination mechanisms among the various sub-basin commissions and committees (for example: Lakes Prespa, Ohrid and Skadar/Shkoder). These are to be achieved through (i) building consensus among countries on key transboundary concerns and drivers of change, including climate variability and change, reached through joint fact finding; (ii) facilitating the agreement on a shared vision and on a program of priority actions deemed necessary to achieve the vision; (iii) strengthening technical and institutional capacities.

The GEF Drin Project is aligned in content, aims and objectives, and supports the implementation of the Drin Memorandum of Understanding (Drin MoU). The Drin MoU provides the political framework for, and defines the context of, cooperation among the Drin Riparians and the activities under the Drin Coordinated Action (Drin CORDA). The Coordinated Action for the implementation of the Memorandum of Understanding for the management of the Drin basin is supported by the GEF Drin Project.

This project builds on the 'Drin Dialogue',<sup>10</sup> itself informed by the Drin Situation Analysis (2014) that formed a preliminary Transboundary Diagnostic Assessment (TDA) using information provided through GEF projects focusing on the management of transboundary lakes (two of them having the

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<sup>6</sup> Project Document signatures 6 August 2015 (as per GEF & UNDP site); UNDP Albania signed the PCA with GWP on 29 September 2015; and UNDP Kosovo signed the PCA with GWP on 12 November 2015.

<sup>7</sup> Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

<sup>8</sup> References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

<sup>9</sup> See MoU 2014, signed by the then Deputy Minister of Environment for Kosovo.

<sup>10</sup> The Drin Dialogue was implemented by GWP-Med and UNECE with financing from the Swedish Environmental Protection Agency.

World Bank as the implementing agency and one UNDP for Prespa Lake) within the Drin river basin (See Project Strategy).

### 1.3 Project Progress Summary

*Table 1: MTR Ratings & Achievement Summary Table for GEF Drin Project*

Measure	MTR Rating	Achievement Description
Project Strategy	N/A	The project strategy is well developed and is based on advancing the 2011 MOU and Shared Vision. It also emphasises achieving standards for monitoring and planning associated with EU WFD. Both are of interest to nations of the basins and thus there is a high level of country ownership.
Progress Towards Results	<b>Objective:</b> To foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees  <b>MS/S</b>	The project has advanced all components and promoted cooperation and trust building in the Drin Basin. The project has succeeded in bringing together stakeholders, including power producers, strengthening the Drin Core Group institutionally, and developed an outstanding TDA which forms a solid platform for cooperation, albeit taking longer than anticipated. It has developed pilot projects at the local level to demonstrate technologies for replication in the basin. Despite the achievements, the project is overall delayed due to i) delays associated with staffing of the GWP Albanian country officer which delayed monitoring activities, and deciding to wait until Kosovo could participate equally; ii) the TDA taking longer than anticipated because of the delayed start in monitoring activities and overdue hydrology chapter; iii) the establishment of an unforeseen, but highly important and country driven Expert Working Group on Floods which needs time to convene and provide meaningful input for the SAP; iv) allowing for sufficient time for SAP development; v) to take advantage of convening the annual November stakeholder conference in 2020, and vi) having sufficient time to close the project. Hence, despite the achievements, an 18 month no-cost extension was requested by the SC and is recommended at this mid-term review. Because of the delays, for the most part were beyond the control of the PCU, the progress to project objectives is considered “moderately-satisfactory / satisfactory”
	1) Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability, reached through joint fact finding  <b>S</b>	A very detailed and effective TDA is almost developed, its elements have been approved, including a causal chain analysis which will form the basis of the SAP. To agree upon the major drivers of change is significant in a highly politicized region. An Information Management System is operating which meets the current needs and technical capacities of the countries, though it is not the automated system as initially envisioned. This will likely come with SAP implementation.
	2) Visioning process opens the way for systematic cooperation in the management of the transboundary Drin River Basin  <b>MS</b>	A “zero” draft SAP has been developed, and consultation meetings are underway to ensure a high level of stakeholder input. However, the SAP process did not start as early as planned. It is not going to compromise outputs, but focus will be needed to ensure it done timely to allow for approval at a Meeting of Parties Conference and thus realize project outcome goals.
	3) Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments  <b>S</b>	It is expected that a Partnership Declaration will capture the outcomes of the Meeting of Parties Conference in the final year of the project.

	4)The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin. <b>S</b>	The DCG has meet 8 times during the project and been involved in project decision making to a good degree, including developing demonstration projects, determining training programs, etc. Expert Working Groups have been established in WFD implementation, Monitoring and Information Exchange, Biodiversity and Ecosystems, and Floods. There have been at least 9 targeted training and several ad-hoc trainings outside the region that DCG members and national representatives have participated in to help raise capacity within the basin.
	5) Benefits of demonstrated on the ground technologies. <b>S</b>	Local demonstration projects have been initialized to: -Test the development of a river management plan at the transboundary level through the development of the Ohrid Lake Management Plan (Albania-North Macedonia) generating renewed interest in convening Ohrid Lake Commission. The demonstration project experience will provide basis for elaborating draft ToR for the development of the Drin River Basin Management Plan. -An integrated modelling tool for wastewater treatment from Shkodra City is being finalized. -Planning has been done for the “fuel Briquette” scheme in Montenegro. Permitting is still required before activities can be done. -The Expert Working Group on Floods has been established. ToRs for the development of a pilot project are being prepared by a consultant hired by UNDP. -UNESCO is designing -in cooperation with Albania and Montenegro- a joint underground water monitoring scheme and is assisting with the purchasing and installation of equipment to conduct joint monitoring in Skadar/Shkoder and Buna/Bojana sub-basins. -Constructed wetlands were put in place in Kosovo as means to treat the wastewater in the Kramovic village.
	6) Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming <b>HS</b>	Very extensive and well developed stakeholder engagement for the TDA development. Annual stakeholder conferences are held with 120-130 participants. Well thought out stakeholder strategy and Gender Mainstreaming strategy which have been implemented. DCG balanced in terms of gender (30 % DCG and 60% of EWGs are women).
	7) Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach <b>S</b>	The Drin CORDA website is fully operational and easily accessible from IW:LEARN . Also Drin CORDA facebook page. Celebration of Drin Day have been done annually by local NGOs with grants from the project. Project and Drin CORDA brochure and information notes (electronic versions or printed). Promotion of the Drin CORDA and the project in Meeting of the UNECE Water Convention on the Water-Food-Energy-Ecosystems Nexus Task Force, 18 October 2017, Geneva.
Project Implementation & Adaptive Management	<b>S</b>	The management arrangements are highly satisfactory with good communication and functioning Steering Committee (that meets twice/annum), implanting agencies and executing agency with country staff. Planning is done on annual and semi-annual basis with a high level of SC input, and employing technologies such as SharePoint. KPMG conducted a financial audit finding only minor issues which were soon remedied. Only 50% of the GEF grant has been dispersed as of December 2018. Very large co-financing with a GEF/Co-finance ratio of 1:40 (primarily due to large infrastructure projects). More effort is needed to confirm co-financing projects are completed. Evaluation and monitoring are well carried out, as are the reporting and overall communication. Stakeholder engagement is at a “highly satisfactory” level (see Component 5).
Sustainability	<b>L</b>	Sustaining the GEF Drin Project outcomes is likely from a political view as there is substantial support for implementing the 2011 MOU, as well as complying with EU WDF standards under Chapter 27. The project is socio-economically and environmentally sustainable as it promotes basin wide cooperation based on IWRM principles and through a Nexus approach which is founded on economic feasibility and efficiencies as well as environmental protection. The

		governance and institutional sustainability is likely as the project is advancing the implementation of the 2011 MOU. The principal risk to sustainability is financial, moderately likely, in that it may require SAP implementation prior to the countries recognizing the full benefits of the Drin Core Group to the extent that they are willing to finance a secretariat.
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## 1.4 Conclusions

Overall the GEF Drin Project has advanced cooperation significantly in the region by breathing life into the 2011 MOU and preparing the countries to meet the standards associated with the EU WFD. Substantively, since operational activities commenced in the summer of 2016, joint surveys collecting new information have been conducted for the first time, data has been exchanged and compiled, experts from different nations have worked together to develop a detailed and highly functional TDA, and beneficiaries and stakeholders have participated in at 9 targeting trainings and additional *ac hoc* training events covering key topics such as pollution control and monitoring, IWRM, and gender mainstreaming.

On a governance level, the project has supported the implementation of the 2011 MOU in strengthening the role of the Drin Core Group (DCG) as an oversight and decision-making body for the basin. This role will continue to be strengthened as the project moves to develop the SAP for the basin. The project further strengthened the instructional structure of the DCG through the creation of expert working groups (EWG) to support the DCG in technical areas of Water Framework Directive implementation, Biodiversity, Monitoring and Information Exchange, and Flood Management, the latter of which was called for under Article 4.1 (d) for the 2011 MOU.

Through work at the local and municipal level, the project has leveraged improved cooperation through developing renewed interest in the bi-national Ohrid Lake Commission, which has not met for several years. Indeed, it has assisted the promotion of national legislation in North Macedonia for the protection of the Culture and Environment of Lake Ohrid.

*“The project has been most helpful in developing a vision forward for the basin and to take common action at the local level”* Antonio Gavrilovski, Chief Officer of Ohrid Municipality.

The project has helped address nutrient loading around Skadar/Shkoder Lake through the pilot project on developing a model to plan for sewage treatment from Shkoder City. The project has demonstrated cost effective waste water treatment for rural areas through the construction of wetlands in Rahovec, Kosovo. The wetland project is hoped to stimulate similar projects in other areas. The project is also helping collaboration between line ministries and agencies in Albania and Montenegro associated with groundwater monitoring.

In general, one of the key contributions of the project has been to build trust and cooperation in a transboundary basin of Western Balkans which has known much discord in the recent past. The project has been careful to address political issues and has avoided discord by moving at a speed that all countries can keep pace with. While this meant that some aspects have moved more slowly than anticipated, it has laid a solid foundation to conduct an SAP approval process in the second half of the project.

The pace of the project has experienced some unfortunate delays including a decision to wait until the Kosovo portion of the project could be approved before advancing, the long period in receiving the “no-objection” from Albania for the GWP-Med Country Officer to be in place, and the longer than estimated time to complete the TDA in part due to the thematic paper on hydrology. As a result, the SC, in its 6<sup>th</sup> Meeting (Tirana, 7 June 2018), requested an 18<sup>th</sup> month ‘no-cost’ extension. The combined GEF Drin Project has 50% of its GEF grant remaining and based on current and projected expenditure, it should be able to operate until February 2021.

Concerted effort will be needed to ensure that the SAP is approved as early as summer 2020 to begin development of a proposal for SAP implementation in GEF 7. Inter-ministerial groups are already in place and functioning for Kosovo and Montenegro. It may be difficult, due to recent political restructuring, that the goal of having inter-ministerial committees established during the project in all Drin riparians will not be reached; however, increased effort will help ensure that some form of functioning multi-sectoral mechanisms at the national level are available for input towards SAP development, as well as implementing advice stemming from the DCG.

The project is catalytic in advancing cooperation and collaboration in the basin by building on several other previous and existing projects including Climate Change and flood risk management (GIZ); Conservation and Sustainable Use of Biodiversity in Lakes Prespa, Ohrid and Shkodra/Skadar (GIZ); and the Management Plan for the White Drin in Kosovo (SIDA). It was perhaps overly ambitious in certain areas, including updating the 2011 MOU and gaining consensus on the SAP in only 8 months. Nevertheless, a good deal of progress has been made, particularly in developing consensus around the casual chain analysis of the TDA which will form the basis for the SAP.

The project has followed all appropriate reporting and evaluation requirements. The Steering Committee meets every 6 months, providing sufficient oversight and decision making to be “involved” in managing the project in terms of developing TORs for consultants and expert working groups, reviewing and approving the TDA, identifying training needs, but also in terms of providing direction for the project. For example, the 2<sup>nd</sup> SC meeting decided to change one of the demonstration projects from a fish market in Lake Shkoder to conduct joint monitoring of groundwater between Albania and Montenegro in conjunction with UNESCO-IHP. Also, the Project Coordination Unit and the SC have shown flexibility to adapt to changes in staffing, and also in dealing with new national lead agencies as new governments were formed in both Albania and North Macedonia.

The stakeholder engagement within the project has been conducted at a very advanced level. A “stakeholder engagement report” was developed and implemented detailing activities and methodologies, such as social media campaigns, interviews, and collaborating with NGOs. Annual stakeholder conferences are held with as many as 123 people participating from national governments, agencies, NGOs, academia and the public.

A Gender Mainstreaming Strategy was developed and implemented. Of the 370 people participating in stakeholder consultation meetings, 138 were women. Women represent 30% of the members of the DCG, and approximately 60% of the members of the Expert Working Groups.

The project is likely to enjoy support from the basin states as there is strong sense of country ownership, as it advances implementation of the 2011 MOU and readiness to move towards meeting EU standards under Chapter 27.

Despite the success of the project to date there are some recommendations for its successful completion.

## 1.5 Recommendation Summary Table

*Table 2: Summary Table of Recommendations*

- |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | The project should have a no cost extension of until 28 February 2021 to ensure sufficient time for the outcome impacts to be fully realized. The reasoning for this includes i) a delay in starting project activities due to a) securing “no-objection” from Albania for GWP ground staff b) the decision to ensure that parallel activities could be conducted in the Kosovo (White Drini) project; ii) the TDA taking longer than anticipated due to a) delays in achieving field monitoring results due to the delayed start, b) delays in the thematic report on Hydrology ; iii) the establishment of an unforeseen, but highly important and country driven |
|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



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Expert Working Group on Flood Control which needs time to convene and provide meaningful input for the SAP; iv) greater time for SAP development than envisioned in ProDoc, v) taking advantage of the large Annual stakeholder and DCG meeting in November 2020 to showcase its achievements and forward the SAP; and vi) ensuring sufficient time to close the project (2-3 months). Based on the release of funds to date, it is reasonable to assume that there will be sufficient funds to continue until the recommended date.

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- 2 The Outcome 2 Indicator #1 should be reworded to read *“The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA”,* and its associated target should be changed accordingly.

The Outcome 2 Indicator #2 should be reworded to read *“A Strategic Action Programme (SAP with a 5 year time horizon) consistent with the 2011 Drin Shared Vision MoU and based on TDA findings, is approved by the DCG. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities”.*

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- 3 The budget associated with Outcome 2 indicator #1 should be reduced to reflect the new level of effort envisioned, and a commensurate amount should be added to indicator #2.
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- 4 The verification for Outcome 4 Indicator 1 should read, *“TORs are developed for EWGs, meetings of the EWGs are held, and related reports include recommendations for the DCG to implement the project and the Drin MoU”.*
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- 5 Outcome 4 indicator 2 should be reworded to *“Inter-ministerial committees are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG”.* Output 8 should be expanded to *“The Inter-Ministerial Committees are established and/or functional inter-sectoral dialogue at the national level is conducted.”*
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- 6 It is important that Kosovo move alongside its neighbours in addressing Drin Basin challenges. It is not eligible for vertical funding and efforts by GWP-Med, and both UNDP IRH and Kosovo, should be exercised to leverage bi-lateral funding for inclusion of Kosovo. At the very minimum continuation for Kosovo participation in DCG and SAP implementation should be ensured through their participation as “experts in their respective fields”.
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- 7 Greater emphasis should be placed on the Expert Working Group on Floods, as it provides an entry point for power companies into the SAP development and basin management in general. The EWG should have its TOR expanded, if necessary, to discuss possibilities of how to enhance power generation as well as balance flood control. Seek to change the name to *Flood Control and Power Enhancement*. The EWG on flood control should consider as part of the SAP development:

- A study in looking to examine a cascade approach to facility operations while maximizing flood control and power benefits based on the previous EU Regional Strategy for Sustainable Hydropower in the Western Balkans.<sup>11</sup>
  - Exploring additional storage developed in the White Drini with a primary function of flood control, augmenting power generation at the 500MW dam at Fierzë in Albania,
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<sup>11</sup> <https://www.wbif.eu/content/stream//Sites/website/library/WBEC-REG-ENE-01-Final-Report.pdf>

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	and possibly opportunistic power generation in Kosovo. An example could be taken from the Duncan dam in the Columbia system.
	<ul style="list-style-type: none"><li>• A study to look at “ecosystem approach to flood management”, such as the development of constructed flood plains or groundwater recharge zones.</li></ul>

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

### 2.1 Purpose of the MTR and objectives

The mid-term review (MTR) covers two inter-related projects: i) “Enabling transboundary cooperation and integrated water resources management in the extended Drin River basin” - PIMS no. 4482; and an add-on project to include Kosovo: ii) “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin River basin” – PIMS no. 5510. Based on the CEO approval dates and Project Documents, the projects began November 2015.

The MTR objectives are:

- i. Assessment of progress towards the achievement of each project’s objectives and outcomes as specified in each Project Document;
- ii. Assessment of early signs of each project’s success or failure with the goal of identifying the necessary changes to be made in order to set the project(s) on-track to achieve intended results; and,
- iii. Review of each project’s strategy, and the risks to sustainability.

### 2.2 Scope & Methodology

The review assessed the activities and management of the “Extended Drin and White Drin River Basin” projects from their inception up to February, 2019.

The review followed a mixed methods approach<sup>12</sup>, combining qualitative and quantitative data collection simultaneously, and employing triangulation to compare information on outcomes, impacts and other key indicators from different independent sources.<sup>13</sup> The bulk of the review was evidenced based on quantitative data from documents and websites, but was complimented by qualitative data from interviews to i) support quantitative results and ii) fill in gaps which quantitative data did not (or could not) adequately capture.

Documents reviewed to date under this MTR are in Annex G. A field mission was conducted between 11-23 February 2019 to meet with implementing agencies, executing agency staff, beneficiaries and stakeholders (Annex E). In total, 27 interviews were conducted covering 30 people (Annex F).

### 2.3 Structure of the Mid-term Review Report

The MTR followed the basic path designed in the UNDP MRT Guide<sup>14</sup> to ensure that any forthcoming recommendations are positively focused on actions to be implemented during the remainder of the projects, and also will serve to enhance the outcomes post projects.

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<sup>12</sup> UNDP. (2013). *Innovations in Monitoring and Evaluating Results* United Nations Development Programme, 5 November 2013 Retrieved from: <http://www.undp.org/content/undp/en/home/librarypage/capacity-building/discussion-paper--innovations-in-monitoring---evaluating-results/>

<sup>13</sup> Bramberger (2012).

<sup>14</sup> Guidance for Conducting Mid-term Reviews of UNDP Supported, GEF Financed Projects ([http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20\\_EN\\_2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf)).

## 3 Project Description and Background Context

### 3.1 Development Context

The “extended” Drin Basin is located in the southeastern part of the Balkan Peninsula. It comprises the transboundary sub-basins of the Drin and Buna/Bojana Rivers and of the Prespa, Ohrid and Skadar/Shkoder Lakes. The Drin River is the “connecting body” of the “extended” Drin Basin, linking the lakes, wetlands, rivers and other aquatic habitats into a single, yet complex, ecosystem of major importance. The water bodies and their watersheds are spread in a geographical area that includes Albania, Greece, Montenegro, North Macedonia and Kosovo<sup>15</sup>.

The basis for the project dates back to a consultation meeting for shared lakes management organized by the German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU), World Bank and GWP-Med under the Petersberg Phase II/Athens Declaration Process<sup>16</sup> and the Global Environment Facility (GEF) IW:LEARN Programme, in Ohrid, North Macedonia, on 12-14 October 2006.<sup>17</sup> Another consultation meeting on integrated management of transboundary water resources in the Drin was held in 2008 to advance cooperation and understanding between the riparians, and funded through the Swedish Environmental Protection Agency and the BMU. The Drin Core Group was established (2009) as an informal body to “provide a Forum for coordination among the Parties to enable communication and cooperation among them and the key stakeholders, and for the coordination and the facilitation of implementation of the Drin Dialogue”.<sup>18</sup>

Between 2010 and 2011, a Drin Dialogue Process took place with funds from the Swedish Environment Agency and coordination by GWP-Med and UNECE including national consultation meetings in Albania, North Macedonia and Montenegro to discuss cooperative management of the basin. The DCG -Kosovar and Greek authorities were represented therein- coordinated the Process; the DCG meetings advanced a cooperative vision for management. The Process culminated in a Basin Wide conference on 25 November 2011, in Tirana, resulting in the signing of the Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin (The Drin: A Strategic Shared Vision) the same day, indicating a significant step towards building a common management regime in the basin.<sup>19</sup>

The UNECE Water Convention and the EU Water Framework Directive provided (and continue to provide) the legislative framework advancing dialogue in the region.

The GEF Drin Project (The Project) built on the 'Drin Dialogue', itself informed by a preliminary Transboundary Diagnostic Assessment (TDA), prepared by GWP-Med and based three GEF projects focusing on the management of transboundary lakes within the Drin river basin.<sup>20</sup> The principal drivers that led to the project are stated to include i) the desire, by the countries within the project, to adopt or to align their regulations towards the EU Water Framework Directive standards and ii) a more general commitment fostered under the UNECE Water Convention towards collective

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<sup>15</sup> References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

<sup>16</sup> <http://www.twrm-med.net/southeastern-europe/regional-dialogue/framework/petersberg-phase-ii-athens-declaration-process>

<sup>17</sup> <http://www.iwlearn.net>

<sup>18</sup> Drin MOU (2011) Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

<sup>19</sup> [https://www.unece.org/fileadmin/DAM/oes/MOU/MOU\\_Drin\\_Strategic\\_Shared\\_vision\\_Final.pdf](https://www.unece.org/fileadmin/DAM/oes/MOU/MOU_Drin_Strategic_Shared_vision_Final.pdf)

<sup>20</sup> Previous GEF funded projects for Ohrid, Prespa and Skadar/Shkoder lakes resulted in SAPs that responded to the national priorities.

management of the extended Drin basin.<sup>21</sup> The Drin GEF Project focused on developing a platform for the implementation of the Memorandum of Understanding (MoU) for the management of the shared Drin river basin, “A shared vision”, that was signed between the riparian countries on 25 November 2011.

The EU integration process is also noted as a key commitment by the riparian countries in the Drin river basin shared vision.<sup>22</sup> However, the countries are in different stages related to accession into the EU. Montenegro has already opened negotiations for EU status; while both Albania and North Macedonia are awaiting further decisions in June 2019 on the opening of the negotiations.<sup>23</sup> The EU enlargement strategy<sup>24</sup> in the Western Balkan stresses the implementation of the EU *acquis* – the full body of EU legislation.

Drin riparians are also part of the Western Balkan countries participating in the “Berlin Process”. The Berlin Process is a diplomatic initiative linked to the future enlargement of the European Union started with the 2014 Conference of Western Balkan States in Berlin. Initially limited in time (2014-2018) and in scope, it has spread and become a multifaceted process with no foreseeable ending. The goal of the Berlin Process is to advance the EU’s agenda in the Western Balkan in three dimensions: economic growth and connectivity, good neighborly relations and regional cooperation, as well as civil society development and people-to-people connectivity.<sup>25</sup>

Regional cooperation and good neighborly relations are carefully monitored by the EU Commission (DG Enlargement). The International Financial Institutions Advisory Group (IFIs AG) is one of the mechanisms put in place by *Directorate-General Enlargement* to improve the coordination between the IFIs and the European Commission amongst the candidate countries. The candidate countries are supported by the Instrument for Pre-Accession Assistance (IPA) funds and can participate in a range of EC budget lines including the 7th Framework Programme for Research and Technological Development and the Competitiveness and Innovation programme. Among others, energy interconnection is a key element in the EU's cooperation with the objective to promote sustainable economic growth, trade and cultural exchange.

### 3.2 Problems that the project sought to address

The threats and root causes of challenges which were identified in the Project Document<sup>26</sup> remain salient as emphasized with the Causal Chain Analysis<sup>27</sup> adopted by the DCG in late 2018.

The project set to address the issues that were identified in the 2011 MoU and in the Drin Dialogue Process, including:

- Improving access to comprehensive data and adequate information to fully understand the current state of the environment and the water resources and the hydrologic system (including surface, underground and coastal waters) as well as ecosystems of the Drin Basin;
- Establishing conditions for a sustainable use of water and other natural resources;

<sup>21</sup> Note that only Albania has signed and ratified the 1992 UNECE Water Convention.

<sup>22</sup> Drin MOU (2011) Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

<sup>23</sup> [https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/albania\\_en](https://ec.europa.eu/neighbourhood-enlargement/countries/detailed-country-information/albania_en)

<sup>24</sup> EU Enlargement Strategy and Main Challenges 2011-2012 (COM(2011) 666 final).

<sup>25</sup> [https://ec.europa.eu/neighbourhood-enlargement/news\\_corner/news/western-balkans-summit-london-building-stronger-links-within-region-and-eu\\_en](https://ec.europa.eu/neighbourhood-enlargement/news_corner/news/western-balkans-summit-london-building-stronger-links-within-region-and-eu_en)

<sup>26</sup> UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

<sup>27</sup> <http://drincorda.iwlearn.org/news/riparian-experts-conduct-2018causal-chain-analysis2019-paving-the-way-for-a-strategic-action-plan-in-extended-drin-river-basin>

- Developing cooperation and measures to minimize flooding especially in the lower parts of the Drin Basin;
- Improving management and appropriate disposal of solid wastes;
- Decreasing nutrient pollution deriving from untreated or poorly treated wastewater discharges and unsustainable agricultural practices;
- Decreasing pollution from hazardous substances such as heavy metals and pesticides; and,
- Minimizing effects of hydro-morphologic interventions that alter the nature of the hydrologic system and the supported ecosystems, resulting in their deterioration.

The key threats continue to be:

- 1) **Deterioration of water quality:** Diffuse and point source pollution is seen throughout the Drin River Basin and impacts not only riparian habitat, but also marine habitat in the Adriatic. Montenegro is advancing on waste water treatment; however agricultural activities, solid waste and municipal waste water, mining effluents, amongst others, are all problematic in the basin. Other problems include urbanization and tourism, in particular, around the lakes and centres such as Kukes, and illegal settlements.
- 2) **Variability of the hydrological regime:** A cascade of dams have been developed for hydropower production resulting in altered flow patterns affecting habitat, erosion, sedimentation, migration fragmentation. Hydropower is important, providing 90% of power production in Albania, and the two dams in North Macedonia represent 20% of national production.  
  
Water diversions, for example diversion of the Devolli River in Albania in the 70s to discharge into Mico Prespa lake, has resulted in increased sedimentation with deleterious effects such as shallowing and plugging up of underground springs.
- 3) **Biodiversity Degradation:** Extensive sand and gravel mining has direct impact to the benthic communities. There are also indirect effects to biodiversity due to the altered water flow and sediment distribution patterns (which favors erosion).  
  
Illegal hunting and fishing, as well as the introduction of exotic species, such as rainbow trout in Lake Ohrid that are competing with the endemic trout species, also degrade biodiversity.
- 4) **Sediment Transport:** Erosion and sedimentation increases due to diversions as well as deforestation.
- 5) **Climate Variability and Change** (cross-cutting issue that impacts all of the above).

Institutional challenges as noted in the Project Document also remain salient. For example, “[o]n the ground implementation of the reforms and implementation and enforcement of new laws are, however, still lagging behind”.<sup>28</sup> The reasons are multiple including: lack of subsidiary laws and regulations to make national law enforceable; new laws may lack fundamental elements such as definitions compliant with EU Directives requirements; the sectoral structure of governments and the fragmented and/or overlapping responsibilities among not well coordinated institutions, with limited human and financial capacities; amongst others.

The overall administrative capacity of the institutional framework for basin management is low despite the on-going reforms and the assistance provided by international development partners. Indeed, the support to the Drin Core Group and the Project is vital at this time until the basin states evolve to a stage where they physically and economically realize significant benefits emerging from the collaboration.

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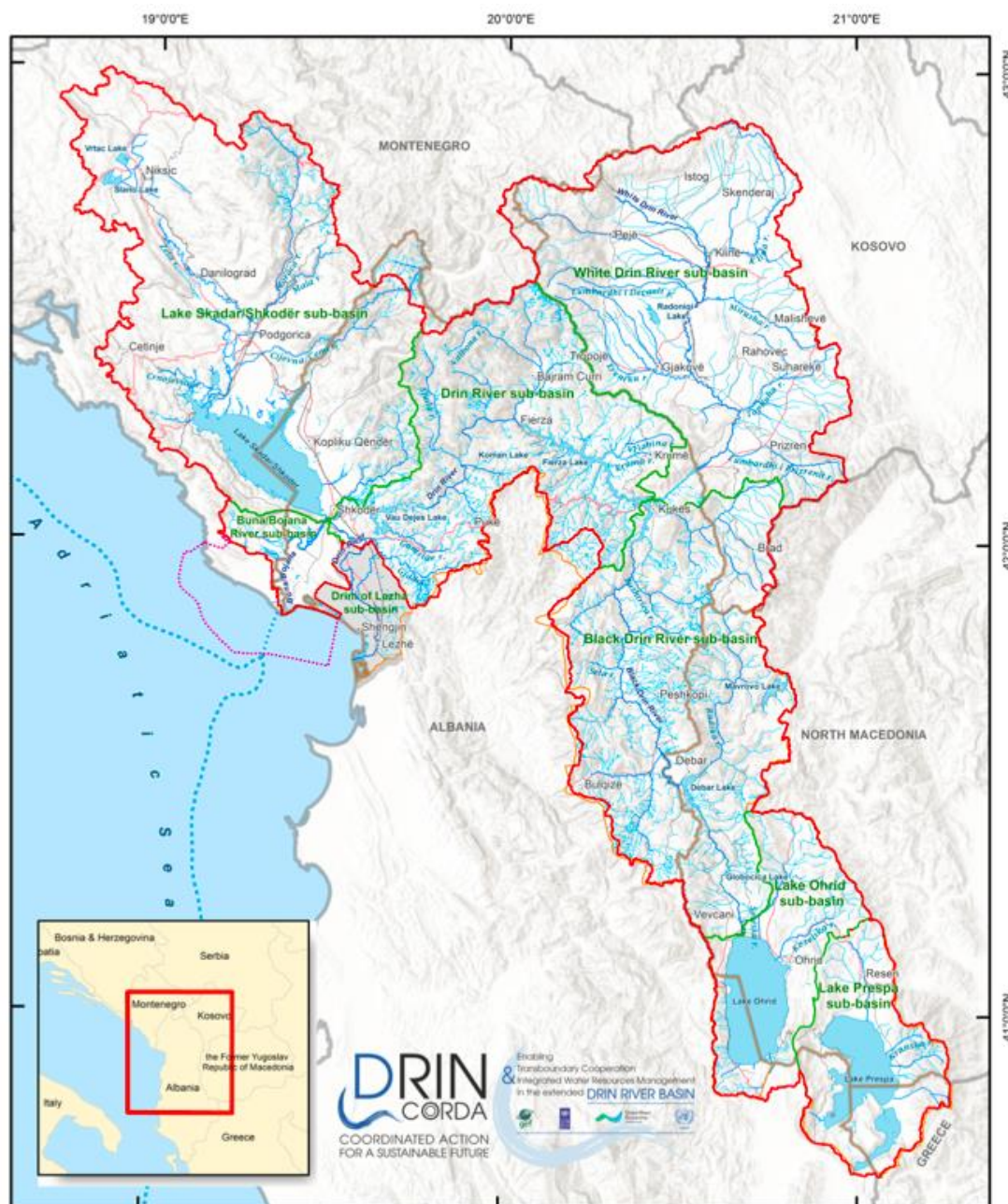
<sup>28</sup> UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.



In the case of the complex Drin Basin, the sustainable management of water resources and the protection of the integrity of ecosystems and of the services they provide, requires an integrated transboundary basin-wide approach. While the policy and legislative levels continue to remain inadequate to achieve this; however, this is evolving, particularly with the interest in adhering to EU level policies in many sectors.

Within the documents reviewed, there has been a good attempt to link impacts to cumulative effects of various human activities. For example, linking water fluctuations in Skadar Lake, with hydropower activities on the Drin which alter flow conditions and change sedimentation; and, toxic pollutants from aluminum and steel processing in parts of the basin that affect habitat downstream.

Figure 1 Map of the Extended Drin Basin from Drincorda<sup>29</sup>



<sup>29</sup> <https://www.facebook.com/Drin.Basin.Corda/photos/a.282839162351850/282838192351947/?type=3&theater>

### 3.3 Project Description

The “GEF Drin Project” consists of a full-sized project with an add-on project (i) the full-sized project “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (PIMS 4482/ GEF ID 4483) and, (ii) the medium-sized “add-on” project “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin” (PIMS 5510 / GEF ID 9121). The project was approved to start on 6 August 2015 however, activities already commenced on 12 November 2015.<sup>30</sup>

The GEF Drin Project is implemented by the United Nations Development Programme (UNDP) and executed by the Global Water Partnership (GWP) through GWP-Mediterranean (GWP-Med), in cooperation with the United Nations Economic Commission for Europe (UNECE). GWP-Med serves as the Secretariat of the Drin Core Group, the multilateral body responsible for the implementation of the 2011 Memorandum of Understanding (Drin MoU).<sup>31</sup>

The project, and its add-on, are completely complimentary. GEF acknowledged that transboundary cooperation for the Drin would not be possible without the full participation of Kosovo<sup>32</sup> which relates to the “add-on project”. Previously, Kosovo had not been eligible to participate in the Drin Dialogue 2009-2011 that spawned to the Drin MoU due to funding requirements. Despite this, Kosovo institutions were involved in its development<sup>33</sup>, illustrating their commitment to the process.

In early 2015, a “window” of GEF funding became available for Kosovo to participate in the basin Project. Subsequently, UNDP and GWP-Med reached an agreement with GEF for an MSP to add Kosovo to the Drin Full SP. Together they are termed the “GEF Drin Project.”

The GEF Drin Project goal is to foster the joint management of the shared water resources of the extended transboundary Drin River Basin (including the White Drin), including coordination mechanisms among the various sub-basin commissions and committees (for example: Lakes Prespa, Ohrid and Skadar/Shkoder). These are to be achieved through (i) building consensus among countries on key transboundary concerns and drivers of change, including climate variability and change, reached through joint fact finding; (ii) facilitating the agreement on a shared vision and on a program of priority actions deemed necessary to achieve the vision; (iii) strengthening technical and institutional capacities.

The GEF Drin Project is aligned in content, aims and objectives, and supports the implementation of the Drin Memorandum of Understanding (Drin MoU). The Drin MoU provides the political framework for, and defines the context of, cooperation among the Drin Riparians and the activities under the Drin Coordinated Action (Drin CORDA). The Coordinated Action for the implementation of the Memorandum of Understanding for the management of the Drin basin is supported by the GEF Drin Project.

This project builds upon the 'Drin Dialogue',<sup>34</sup> itself informed by the Drin Situation Analysis that formed a preliminary Transboundary Diagnostic Assessment (TDA) using information provided through GEF projects focusing on the management of transboundary lakes (two of them having the

<sup>30</sup> UNDP Albania signed the PCA with GWP on 29 September 2015; and UNDP Kosovo signed the PCA with GWP on 12 November 2015.

<sup>31</sup> Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

<sup>32</sup> References to Kosovo shall be understood to be in the context of Security Council Resolution 1244 (1999).

<sup>33</sup> See MoU 2014, signed by the then Deputy Minister of Environment for Kosovo.

<sup>34</sup> The Drin Dialogue was implemented by GWP-Med and UNECE with financing from the Swedish Environmental Protection Agency.

World Bank as the implementing agency and one UNDP for Prespa Lake) within the Drin river basin (See project strategy).

## 4 Main Findings

### 4.1 Timing and project duration

The GEF Drin Project officially started on 06 August 2015.<sup>35</sup> The Inception Meeting of the Drin Project took place in Tirana, on 16 December 2015, activities with the 1<sup>st</sup> Steering Committee taking place the following day. The project start date of activities is considered to be 12 November, 2015 with the signing of the PAC between UNDP-Kosovo and GWP-Med. The time between the signature date and start of activities was used for project start up and developing working agreements between UNDP country offices (implementing agencies) and GWP-Med (executing agency).<sup>36</sup>

Unfortunately, although the hiring process for GWP country staff began in January 2016, it did not end until July 2016. Despite an open system of choosing GWP National Coordinators (See Management Implementation) there were long delays in receiving a “no objection” from the Albanian government for the selected National Coordinator. Consequently, on-the-ground/operational activities did not really commence until all country officers were in place to proceed to ensure activities were carried out in parallel in all riparians, responding in a balanced manner to political and operational needs.<sup>37</sup> Outputs are therefore being assessed as having started in July 2016 up to year reporting December 2018. This is a period of 30 months duration.

Nevertheless, between November 2015 and July 2016 activities occurred such as sending DCG member to training in November 2015,<sup>38</sup> the Ad-hoc meeting of the Steering Committee in March,<sup>39</sup> and hiring of other country staff, amongst others.

### 4.2 Implementation Arrangements

The projects are implemented by the UNDP-Albania and UNDP-Kosovo and executed by the GWP through GWP-Med. The Project Coordination Unit consists of a Project Coordinator, Communications Officer, and Financial Officer in GWP-Med headquarters in Athens, Greece and a Project Manager (in Tirana). There are four GWP-National Coordinators in Tirana, Albania; Pristina, Kosovo; Ohrid, North Macedonia; and Podgorica, Montenegro.

There is close cooperation with UNECE, which along with the UNDP and GWP-Med, shortlisted candidates and proposed GWP Country Officers for “no-objections” to the countries. This process for choosing candidates was advanced from lessons learned from previous GEF projects in the region.

The PCU reports to the Steering Committee (SC) twice per year. SC reports are prepared by the PCU and approved by the SC.

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<sup>35</sup> UNDP (2014) Project Document for Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin; and UNDP (2015) Project Document for *Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin River Basin*, PAC meeting at 7 May 2015. The Project Documents were signed 6 August 2015 as per start dates on GEF and UNDP websites with the end date in 48 months on 31 August 2019.

<sup>36</sup> UNDP Albania signed the PCA with GWP on 29 September 2015; UNDP Kosovo signed the PCA with GWP on 12 November 2015; Inception workshop was held 16 December 2015.

<sup>37</sup> This can be verified through expenses were “real on-the ground” activities commenced in 3Q of 2016.

<sup>38</sup> GWP-Med (2015) 1<sup>st</sup> Steering Committee Meeting (10<sup>th</sup> Drin Core Group Report), Tirana, 17 December 2015.

<sup>39</sup> GWP-Med (2016) Ad Hoc Steering Committee Meeting, Podgorica, 30 March, 2016.

The Steering Committee for the project consists of the Drin Core Group, which is the primary national beneficiary of the project, and additional members for the DRIN Project, such as the UNDP, GWP-Med. The Drin Core Group includes primary and alternative national representatives, and several observers, including the GIZ. The Steering Committee membership has changed over the course of the project, primarily due to changes in the ministry structure of several of the countries following elections. For example, in Albania the initial national representative was the Ministry of Environment, Forestry and Water Administration and then Ministry of the Agriculture, Water Administration and Rural Development, while now it is the Water Resources Management Agency under the prime minister office as per the changes of mandate related to water administration (fortunately, the individual responsible has not changed). Also, as in the case of Montenegro, some water competencies are shared between different ministries and so the seat is shared between two agencies, while retaining one vote.<sup>40</sup>

The current Steering Committee consists of:<sup>41</sup>

- Albania: Albanian Water Resources Management Agency (Under the Prime Minister's Office); Ministry of Environment.
- Greece: Ministry of Environment and Energy.
- Montenegro: Directorate of Water of the Ministry of Agriculture and Rural Development; Ministry of Sustainable Development and Tourism.
- North Macedonia: Water Sector, Ministry of Environment and Physical Planning.
- Kosovo: Ministry of Environment and Spatial Planning (the member is the Director of the Hydro-meteorological Service while the alternate member is staff of the Ministry).

UNDP and GWP-Med along with the rest of the DCG members and observers sit in the SC with no voting right.

#### 4.2.1 Main Stakeholders

The main stakeholders of the project(s) are identified in various documents, including the Stakeholder Analysis and Mapping Document.<sup>42</sup> [Annex L](#) has a list of stakeholders summarized from the analysis. The representative stakeholders include:

	National level	Local Level	NGO/Academia
Albania	Agency of Water Resources Management; Ministry of Environment Institute of Geosciences, Water and Environment; National Environmental Agency;	Municipality of Shkodra	
Kosovo	River Basin Authority, MESP; Hydro-meteorological Institute,	Municipality of Rahovec	University of Pristina NGO Finch

<sup>40</sup> GWP-Med (2015) 1<sup>st</sup> Steering Committee Meeting (10<sup>th</sup> Drin Core Group Report), Tirana, 17 December 2015.

<sup>41</sup> GWP-Med(2018) 6<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project Report (15<sup>th</sup> Meeting of the Drin Core Group), Tirana, 17 June 2018.

<sup>42</sup> DRIN Corda (2015) Stakeholder Analysis and Stakeholder Mapping. (Supplied by GWP).



	Environmental Protection Agency (KEPA)		
North Macedonia	Ministry of Environment; Hydromet Institute	Municipality of Ohrid, ELEM – Black Drin Division, Hydrobiological Institute-Ohrid	NGO-Ecological Movement
Montenegro	Ministry of Agriculture and Rural Development; Ministry of Sustainable Development & Tourism; National parks of Montenegro		

#### 4.2.2 Country ownership

In the “Ministerial Declaration on the management of the extended Drin Basin”, the Ministers expressed a strong political will to collaborate for the joint management of the Drin Basin. The 2011 MoU illustrates support at the senior level for transboundary cooperation and coordination in the Basin. The MoU was developed following a multi-stakeholders process, the so-called Drin Dialogue, organized in the period 2009-2011. The Drin MoU identified the “main concerns” agreed among stakeholders (through the Drin Dialogue) and the Ministries, through the Drin MoU and Environmental Quality Objectives. The GEF Drin Project has used the 2011 MoU as a foundation for its engagement and activities. For example, at the time of preparing the PIF, the institutional structure only partly existed for the implementation of the MoU. The Meeting of the Parties and the DCG existed; however, there was insufficient funds for the envisioned working groups to be established. The GEF Drin project has undertaken their establishment as part of the project outcomes, amongst others.

Previous GEF funded projects for Ohrid, Prespa and Skadar/Shkoder lakes resulted in SAPs that responded to the national priorities. These SAPs were taken into consideration in the development of the project as detailed in the Project Document.<sup>43</sup>

As Albania, Montenegro, and North Macedonia continue to move closer to the EU, they are improving their capacity to engage with Chapter 27, and in particular the EU WDF. The project has assisted in developing capacities and adhering to EU standards.

The DCG has indicated an increasing interest to ensure country ownership, for example, in actively preparing TORs for EWGs, as well as ensuring that “membership should enable national ownership”.<sup>44</sup>

The GEF Project also identified complimentary activities supported by other donors including: World Bank office in Tirana that coordinates activities for the preparation of a River Basin Management Plan in the Albanian Drin Basin;<sup>45</sup> GIZ flood and climate change project;<sup>46</sup> SIDA’s development of the

<sup>43</sup> UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

<sup>44</sup> GWP-Med (2015) 1st Steering Committee Meeting (10th Drin Core Group Report), Tirana, 17 December 2015.

<sup>45</sup> World Bank Project# P162786 : Albania Water Resources and Irrigation Project; One of the objectives is establish the strategic framework to manage water resources at the national level and at the level of the Drin-Buna and Semani River basins. See <http://projects.worldbank.org/P162786?lang=en>

<sup>46</sup> Climate Change Adaptation in Transboundary Flood Risk Management in the Western Balkans, 2012-2018, [https://www.giz.de/en/html/searchresult.html?query=Drin+&send\\_button\\_search=Search](https://www.giz.de/en/html/searchresult.html?query=Drin+&send_button_search=Search)

White Drin River Basin Management Plan.<sup>47</sup> Engagement with these other projects ensures country priorities are maintained and reduces overlap.

The 7th Drin Stakeholders Conference was organized on 14-15 November 2018, in Ohrid, and was attended by 120 representatives of ministries, NGOs, academia and water users.<sup>48</sup> At the meeting, governments stressed the importance of sharing information and data among riparian countries to enable the decision-making process and noted the conference as an important activity for forwarding common goals of the Basin.<sup>49</sup>

#### 4.2.3 Relation and interaction with other donors (Synergistic and catalytic activities)

The project has made use of previous and existing projects to enhance the achievement of project outcomes and sustainability. For example, the bulk of co-financing for the projects come from donors (see co-finance section). The project coordinated well with other initiatives and organizations including:

- GIZ CSBL (Conservation and Sustainable Use of Biodiversity in Lakes Prespa, Ohrid and Shkodra/Skadar) Project: Exchange of information and data related to Hydrology, Pollution and Biodiversity;
- GIZ CCAWB (Climate Change Adaptation Transboundary Flood Risk management in Western Balkans) Project;  
(One of the outputs from the second project has been a hydrological model of the Drin basin that was used for the development of the first ever water budget at the Drin Basin level as part of the TDA Thematic Report on Hydrology under Output 1 of this Project<sup>50</sup>)
- SIDA supported project for the development of the Management Plan for the White Drin in Kosovo. GEF Drin project is collaborating particularly through the exchange of information on pollution. This cooperation will likely become increasingly important as the project moves into the SAP development phase.<sup>51</sup>
- Austrian Development Agency (ADA) supported Project “Promoting the sustainable management of Natural resources in Southeast Europe through the use of the Nexus approach”. This project will finance the follow up of the Thematic Report on Nexus. The latter contains qualitative analysis of the water-food-energy-ecosystems related issues. There is already agreement that the ADA project will finance the quantitative analysis of the main nexus issues (hydro-energy, forestry) using models. This will be used to feed in the SAP development/implementation; and,
- UNESCO-IHP for groundwater monitoring. It was decided to forego the initial pilot project of developing a Fish Market in Montenegro to manage fisheries from Skadar/Shkoder lake. The project to monitor groundwater between Albania and Montenegro has required the purchase of piezometers and testing equipment. The GEF-Drin project has partnered with UNESCO-HIP to undertake this.

<sup>47</sup> Dr. Mihaela Popovici – personal communication.

<sup>48</sup> <https://www.facebook.com/notes/drin-corda-coordinated-action-for-a-sustainable-future/drin-river-basin-pioneers-new-approaches-to-water-management/288920225077077/>

<sup>49</sup> Mr. Radosav Rasovic, representative of the Ministry of Agriculture and Rural Development, Montenegro.

<sup>50</sup> <https://www.giz.de/en/worldwide/29000.html>

<sup>51</sup> Dr. Mihaela Popovici. Personal Communication.

The Drin GEF Project has supplied the WB/SIDA Albania Water Resources and Irrigation Project<sup>52</sup> with information from the TDA to help improve the knowledge base for the Management Plan and strategic framework for the Drin-Buna River basin. More coordination may be needed during the SAP development.

#### 4.2.4 Gender and Equity

Gender mainstreaming was addressed in the project design under component 5. A Gender Mainstreaming Strategy was developed<sup>53</sup> and implemented. In the development of the project, consultation meetings were held in each of the countries and at the basin level. Of the 370 people participating in the consultation meetings, 138 were women.

The project undertook to conduct gender mainstreaming during project execution, by working to

- i) ensure a balanced participation of men and women; women represent 30% of the members of the DCG and approximately 60% of the members of the EWGs;<sup>54</sup> and,
- ii) integrate gender perspectives into water policy, through identifying gaps in development policies, inclusion of women and women's groups in focus groups and SAP development, and ensuring women were key targets of public awareness.<sup>55</sup>

### 4.3 Project Strategy

#### 4.3.1 Project Design

The primary concerns addressed by the Project Document remain salient. The countries of the basin continue to face problems associated with water pollution from waste waters, sedimentation, flooding, nitrification, amongst others as outlined in the 2011 MoU. The project directly addresses these major areas of concern through a multi-pronged approach in terms of support and facilitation of the implementation of the 2011 MoU including dialogue; developing capacity of the national governments, NGOs, local communities, and private sector; and supporting on the ground projects that illustrate cooperation. The GEF Drin Project is structured around five components:

1. Consolidating a common knowledge base (Outcome 1);
2. Building the foundation for multi-party cooperation (Outcome 2 & 3);
3. Institutional strengthening for IRBM (Outcome 4);
4. Demonstration of technologies and practices (Outcome 5); and,
5. Stakeholder involvement and gender mainstreaming (Outcome 6 & 7).

The foundation of the GEF Drin Project stems from the Action Plan for the Implementation of the MoU which was approved by the 6th DCG meeting (Ohrid, 30 May 2012) and endorsed by the 1st Meeting of the Parties (Ministerial meeting that took place in Tirana, 28 May 2013). It is structured around 6 key actions:

1. Enhancement of coordination mechanisms among the Parties;
2. Enhancement of the knowledge basis about the Drin Basin;
3. Improvement of information exchange through the establishment of a system for regular exchange of relevant information among the competent authorities of each Party;

<sup>52</sup> World Bank Project# P162786 :Albania Water Resources and Irrigation Project.

<http://projects.worldbank.org/P162786?lang=en>

<sup>53</sup> NGC (2017) Gender Mainstreaming Strategy for Drin; Nordic Consulting Group, March 2017.

<sup>54</sup> SC membership and EWG membership.

<sup>55</sup> UNDP (2014) Project Document for Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin.

4. Enhancement of cooperation in the field of flood risk preparedness, management and mutual support;
5. Institutional strengthening in the field of integrated water resources management;
6. Promotion of public participation and stakeholder engagement.<sup>56</sup>

The GEF Drin Project was designed to be compatible and directly support the key actions outlined in the 2011 MoU.<sup>57</sup>

Moreover, the design of the project has built on the success and knowledge of previous projects such as the GEF “Protection and Sustainable Use of the Dinaric Karst Aquifer System”<sup>58</sup>; the full size GEF supported “Lake Skadar/Shkoder Integrated Ecosystem Management Project” (2008- 2012), which highlighted the need for attention in the area of wastewater;<sup>59</sup> and the GEF Prespa Lake and GEF Ohrid Lake projects.

In building on these projects, the GEF-Drin Project has emphasized developing institutional capacity of the DCG as the centre point for decision making. For example, having the current SC become the SC for the ADA Project for the Nexus Report and submitting it in the UNDP proposal for *Integrated climate-resilient transboundary flood risk management in the Drin River basin in the Western Balkans* to the Adaptation Fund.<sup>60</sup>

Another area where GEF Drin has focused activities has been the inclusion of the power companies - ELEM, in North Macedonia, and KESH in Albania. While not identified in the initial part of the project, their inclusion has become important through the recognition that the facilities that regulate the water flow on the Drin system need to be incorporated in the discussions at an early stage. There are clear benefits to having their inclusion. From the stand point of the companies, there are possible power generation benefits, sedimentation benefits and issues associated with solid waste. In terms of the Drin TWRM, engagement and cooperation of the companies will mean involving the most important facilities that regulate flow. A meeting was held in Tirana on 29 March 2017 with both KESH and ELEM to discuss possibilities of their engagement in the project.<sup>61</sup> The DCG mandated the project to prepare an MoU for cooperation between the the two companies with the DCG having a facilitating role.<sup>62</sup> Subsequently, KESH showed little interest in pursuing this; however, a call between the new Director of KESH and the Project took place on 20 February 2019 to update on the project and its activities, and there is an intention to have another face to face meeting in the future.<sup>63</sup> Promoting cooperation between the power producers may be opportune as indicated by interests for greater economic integration between Albania and North Macedonia at the highest level.<sup>64</sup>

One of the core elements of the strategy was the enhancement of transboundary cooperation, and the concept that strengthening of national river basin management systems should advance in parallel. This is one of the reasons for ensuring that Kosovo proceed alongside the other nations in

<sup>56</sup> Drin MOU (2011) Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

<sup>57</sup> UNDP (2014) Project Document for Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin.

<sup>58</sup> <https://www.thegef.org/project/protection-and-sustainable-use-dinaric-karst-aquifer-system>

<sup>59</sup> World Bank (2013) Terminal Evaluation of the Lake Skadar/Shkoder integrated Ecosystem Management Project, 26 June 2013.

<sup>60</sup> GWP-Med (2018) 6<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (15<sup>th</sup> Meeting of the Drin Core Group), Tirana, 17 June 2018.

<sup>61</sup> GWP-Med (2017) 4<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (13<sup>th</sup> Meeting of the Drin Core Group), Ohrid, 27 May 2017.

<sup>62</sup> *ibid.*

<sup>63</sup> Dimitris Faloutsos. Personnal Communication 10 March, 2019.

<sup>64</sup> <https://europeanwesternbalkans.com/2017/12/15/albania-macedonia-facilitate-free-exchange-goods-work-infrastructure-modernization/>

addressing Drin basin issues. Consequently, the “add-on” mid-sized GEF project on the White Drin was developed to ensure Kosovo’s participation.

The Project is in line with GEF objectives: its specific objectives fall under Objective 3 of the IW Focal Area: *“Support foundational capacity building ... for ecosystem-based, joint management of transboundary water systems”*, which includes dialogue, capacity building for legal reforms, and potential agreement for improved legal and governance matters at multiple levels from the transboundary to sub-basin, national, and local.<sup>65</sup>

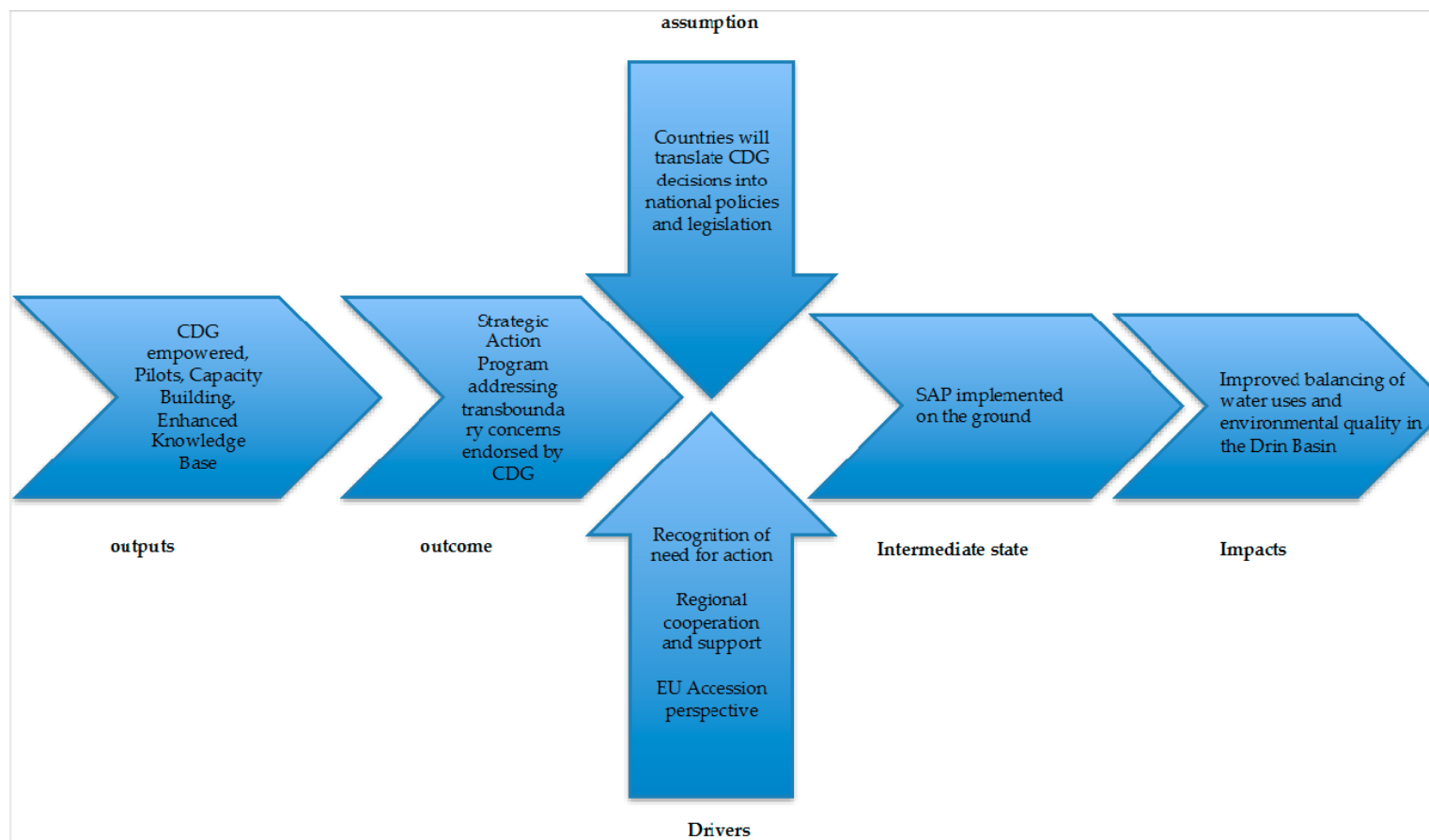
The GEF Drin project is based on the “TDA-SAP” approach. One of the areas of emphasis is the development of “enabling environment” to facilitate joint actions. The enabling environment consists of supporting and developing capacity with the DCG, including operationalizing and facilitating the work of the Working Groups. The project advances the situation analysis to a fully approved TDA, including Kosovo, and the development of an SAP that includes Environmental Quality Objectives and indicators that are compatible with the EU WDF. As Albania, Montenegro and North Macedonia are moving towards inclusion in the EU, developing compatibility with the WDF is directly in line with national priorities.

The interest in EU accession by Albania, Montenegro, North Macedonia, and Kosovo has provided more focus in certain areas, such as building capacity to report as required by the EU WFD, as well as a potential to leverage funding. However, the level of change needed in these countries to adhere to the EU WFD could not be achieved without input from the international community.

Figure 2 shows the “Theory of Change” methodology utilized in the project design that outlines the key assumptions needed to translate the project outcomes into intermediate state and long-term impacts. The “Theory of Change” described in the project document is reasonable based on the political and socio-economic situation of the Drin Basin, and is still relevant.

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<sup>65</sup> thegef.org

*Figure 2 Theory of change for GEF-Drin Project*

Overall, the project design was well developed though overly ambitious in certain areas including:

- The concept proposed for the Information Management System with automated uploading and downloading of information<sup>66</sup> was perhaps aspirational rather than practical given the countries capacities and the timeframe. It would be more appropriate to have it associated with a future SAP implementation. That said, one of the goals of the IMS was to build trust through data exchange, which the project is achieving through its advanced GIS portal.
- The concept of updating the 2011 MOU and developing more detail through environmental objectives<sup>67</sup> was also ambitious considering the time taken to develop international legislation and that elections were planned in several countries during the four years of the project.
- The development of the SAP was anticipated to take 8 months (Y2Q4 to Y4Q2).<sup>68</sup> As the SAP involves actions and priority investments it necessarily involves political interests and can take longer to negotiate. It will likely take more than two DCG meetings to be approved.

#### 4.3.2 Results Framework

The Strategic Results Framework for the GEF-Drin project is well conceived, separating out the key components, with their respective outcomes and outputs, each with relevant indicators and targets (Annex I). The indicators, for the most part, follow the application of SMART principles. There are several points to reconsider:

- A) Under Outcome 2, Indicator 1 reads *“The Shared Vision contained in the Drin MoU - updated in consistency with the findings of the TDA, and containing indication of environmental quality objectives (horizon 20 years), relevant indicators, and strategic development lines and priorities - is agreed upon by the countries.”*

The first concern lies in the issues of “updating” the Shared Vision. As the MoU forms part of international law, it is recommended not to open up any “revision or updating”, but rather “confirming” that the TDA findings supports the overall Shared Vision.

The second concern, relates to the inclusion of environmental indicators and targets etc. These should be included in an agreed SAP (indicator #2), not a Shared Vision. A revised text should be:

*“The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA”*

This then becomes a task associated with verifying the continued relevance of the 2011 MoU – and therefore avoids an “update”, although with an SAP there could be discussions related to a more formalized treaty. This; however, is not advised as a “measurement” indicator as it could easily extend the SAP process to make it more political. See Section on Challenges.

The current target *“Agreement on updated Shared Vision formalized by countries”*, should be changed to *“DCG confirms that The Shared Vision contained in the 2011 Drin MoU is consistent with the findings of the TDA”*.

- B) Under Outcome 2, Indicator 2 reads *“A Strategic Action Program (SAP with horizon 5 years) consistent with the updated Shared Vision and the Drin MoU, addressing main issues of transboundary concern and containing concrete actions at the national and regional levels, is*

<sup>66</sup> Outcome 1, Indicator2, output # 3.

<sup>67</sup> Outcome 2, Indicator 1, Output # 4.

<sup>68</sup> Output #5. UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.



*formulated*". It is the SAP that should include the environmental objectives and targets. Consequently, a revised text should read:

*"A Strategic Action Programme (SAP with a 5 year time horizon) consistent with the 2011 Drin Shared Vision MoU and based on TDA findings, is approved by the DCG. It should address the main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities."*

- C) Under Outcome 4, Indicator 1, verification reads: *"Work Plans for each EWG are prepared and approved by DCG; Meetings of the EWGs and related reports regarding the implementation of the Work Plans; decisions of the DCG endorsing the outputs of the EWGs and decisions by the Meeting of the Parties adopting the outputs."*

It is not efficient to have workplans developed by a DCG that meets twice a year. The DCG should develop TORs for the EWGs, which include the development of their own workplans.

It is not efficient to have the Meeting of the Parties adopting the outputs of the EWGs. This is the role of the DCG. The verification should reflect that the EWGs are providing recommendations for the DCG to consider.

The verification should be revised as *"TORs are developed for EWGs, meetings of the EWGs are held, and related reports include recommendations for the DCG to implement the project and the Drin MoU"*

- D) The current Outcome 4 indicator 2 is *"Inter-ministerial Committees (or equivalent bodies) are established in each project country tasked with the coordination of country response to guidance of the DCG."* The underlying interest is input of views on water management planning from an inter-sectoral approach. While the IMC reflects a commitment at an institutional level, it is difficult for the project to control as it requires a degree of policy change. It is recommended that consideration be given to changing the indicator to *"There is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG"*. Output 8 should be expanded to *"The Inter-Ministerial Committees are established and/or functional inter-sectoral dialogue is conducted."*

The only significant change related to the Results Framework was under component 4, Outcome 5, Indicator 1 relating to pilot demonstrations. One of the demonstration projects was anticipated to be "a centralized fish market established in Montenegrin part of Skadar Lake". This pilot project was decided not to be undertaken, but rather a "joint monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro" would be undertaken.<sup>69</sup> The indicator, associated outputs, and targets were subsequently developed and appear in the final Results Framework.<sup>70</sup>

The project has developed a number of unforeseen benefits, such as an interest in renewing the Ohrid Lake Commission. However, at this time, it is not recommended to incorporate any new indicators or targets to the Results Framework as there has been no change in the direction of the project. Further, the additional benefits support all of the existing Outcomes.

<sup>69</sup> GWP-Med (2016) Ad Hoc Steering Committee Meeting, Podgorica, 30 March, 2016.

<sup>70</sup> GWP-Med (2016) 3rd Meeting of the Steering Committee of the GEF Drin Project (12th Meeting of the Drin Core Group), Pristina, 15 December 2016.



## 4.4 Progress Towards Result

### 4.4.1 Progress towards outcomes analysis

In assessing the results to date, this report assumes an operational start date estimated to be June/July 2016, or 30 months of project activities. [Annex J](#) details the progress towards the results based on the outputs, as per the Strategic Results Framework, and the reader is referred to that for support of this section. Overall, there has been a significant level of achievement, particularly when considering the political framework of the region and the election of new governments in both Albania and North Macedonia (See Section on Challenges).

One of the most significant achievements of the project has been the strengthening of institutional structure defined under the 2011 MoU, including:

- the establishment of functioning Expert Working Groups (Water Framework Directive, Monitoring and Information Exchange; biodiversity and the development of a new Expert Working Group on floods);
- Significant decision making from the DCG in terms of approved training programs which have covered 6 priority topics; alterations to the workplan; developing TORs; reviewing and approving thematic papers; involvement of power corporations in discussions.

The DCG is still growing into the role of a High Level Joint Commission, as envisioned by the Project Document. The SAP development will demand even greater integration and functionality from both the EWGs as technical bodies developing recommendations, as well as the DCG as a decision-making body with direct access at the political level.

Other key achievements are:

- The first joint monitoring/training took place in the 2016 and 2017 field seasons;
- New marine monitoring stations for LBSMP were established in Albania and Montenegro;
- The initiation of the process for the re-establishment of the Lake Ohrid Committee;
- The inclusion of power producers ELEM and KESH in meetings;
- The establishment of Drin Day Celebrations;
- 5 of 6 demonstration pilot projects are underway, with one constructed wetlands already completed in Rahovec, Kosovo;
- Highly engaged and informed stakeholders with good public awareness activities and stakeholder conferences;
- Good level of women participating at the stakeholder level in public awareness conferences, focus groups, and at the institutional level in the DCG and EWGs;
- Very detailed thematic reports with new information that not only will support SAP development, but is being used to advance basin management plans at the national level;
- A water budget at the basin level;
- First formulation and proposed water bodies as per EU WFD;
- First time inclusion of hydro-power producers in discussions on basin level water planning.

Overall the project objectives and outcomes are practical and feasible within the time frame of 48 months. However, what was not considered during the project development stage was a sufficient time for operationalizing the project activities and securing all project staff. While this should usually take approximately 3 months, in the case of the GEF –Drin Project, this unfortunately took approximately 9 months. Notwithstanding the accomplishments, there are several areas that require additional focus, despite an assumed operational start date of July 2016. These include:

- The hydrology thematic paper is still not yet final, though it has been approved by the DCG and is in its final editing. This has delayed the development of the synthesis of the TDA, which is now scheduled for May 2019. Thus, a finalized and approved TDA is not ready for

the focus groups gaining input into the SAP. While the majority of information is available in the thematic papers, including an approved Draft Causal Chain Analysis, a finalized TDA would have been beneficial.<sup>71</sup>

- The IMS is not fully operational as envisioned in the Project Document.<sup>72</sup> While the software architecture has been approved by the DCG, there remain issues associated with both maintenance costs as well as the current lack of capacity of some countries to take advantage of, or contribute to, a fully operational IMS. In light of these, the DCG advised upgrading the GIS portal and continuing with manual data submissions and data downloading.<sup>73</sup> The IMS is anticipated to be completed by December 2019 and it does not place a risk in achieving intended outcomes as information can be exchanged through the upgraded GIS portal.<sup>74</sup>
- The national Inter-ministerial Committees envisioned to provide an integrated forum at the national level are not well established,<sup>75</sup> except in Kosovo where it has met twice already. In Montenegro, it is headed by the President and did not meet at all in 2018. They have not been established in Albania and North Macedonia.
- The Catchment and Flood Risk Management demonstration project has not yet been identified. This is part of the TOR of EWG which was formed in July 2018. An on-the ground project may be difficult to achieve within the current project, even with a proposed extension, but would likely be included as project under the SAP.

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<sup>71</sup> The TDA was to be completed by the end of 30 months. UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

<sup>72</sup> The IMS was to be established by end of the second year and operating for the remaining 24 months of the project. UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

<sup>73</sup> GWP-Med (2018) 6<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (15<sup>th</sup> Meeting of the Drin Core Group), Tirana, 17 June 2018.

<sup>74</sup> Communication with PCU.

<sup>75</sup> Output #8.

Table 3 Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets) – Suggested changes in RED

Indicator Assessment Key		Green= Achieved		Yellow= On target to be achieved			Red= Not on target to be achieved
Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
<b>Project Objective</b> To foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar).	No specific indicator – rather refers to achievement of outcomes	As described in the Project Document: There was agreement on a Shared Vision in 2011 MOU, however, there has been no concerted basin action to address numerous problems including flooding, nutrient loading, sedimentation, solid waste management, amongst others.	NA	As described from outcome achievements.		MS/S	The project has advanced in all the components, and excelled in stakeholder engagement. Of particular note is its engagement with the Hydro-power producers in Albania and North Macedonia. It has also gone beyond the intended outputs in several areas including an especially useful and detailed TDA (however, this did delay its development somewhat). The project has significantly strengthened the DCG institutional structure, and even established a new EWG on floods. As the project is now in the process of developing an SAP for the basin the countries are beginning to lay the foundations for achieving the Shared Vision of the 2011 MOU. The project has also assisted in preparing the countries to achieve the standards associated with the EU WFD. There are also advancing pilot projects, including a completed wetlands for waste water treatment. Unfortunately, this has proceeded slower than anticipated. The delay of activities has not undermined the objectives of the project nor the intended outcomes, but will require additional time to achieve them. Consequently, an extension of 18 months was requested by the Steering Committee and is being recommended in the mid-term review. Because of the delays, for the most part were beyond the control of the PCU, the progress to project objectives is considered “moderately-satisfactory / satisfactory”
<b>Outcome 1</b> Consensus among countries on key trans boundary concerns and drivers of change, including climate change and variability,	The Transboundary Diagnostic Analysis of the Extended Drin River Basin, consistent with the projects in accordance with the WFD in sub-basins, and identifying main issues of transboundary concern	Countries pursue basin management from a national perspective. Not conducted in coordination. Agreements concerning multi-lateral lakes	NA	Approval of TDA by the Drin Core Group.		S	TDA was developed with good stakeholder involvement (through both interviews (133 people) and focal group meetings (205 people). Report to include: Pollution (completed incl. 2 monitoring expeditions); Institutional and legal setting (completed); Biodiversity and ecosystem (completed); socioeconomics (completed); hydrology (completed – undergoing editing); and Water-food-energy Nexus (completed prepared by UNECE with the assistance of four (4) National Experts).

<sup>76</sup> Colour code this column only

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
reached through joint fact finding	and drivers of change, is completed and approved by countries						<p>Draft synthesis report is ready. The final is to be in place and be approved in May 2019.</p> <p>Monitoring campaigns in 2016 &amp; 2017 including first ever sampling expedition and analysis of surface and underground water samples to cover the whole Drin Basin</p> <p>New marine monitoring stations in Albania and Montenegro.</p> <p>The Drin Water Budget including flows and discharges in each one of the water bodies of the Drin Basin has been generated. 1<sup>st</sup> time at regional level.</p> <p>Delineation of water bodies under the classifications of the EU WFD. Database (georeferenced) with all available information (10-years monitoring data from countries; newly generated data through the project); next step is to be fully accessible by the countries.</p> <p>Causal Chain Analysis approved at 16<sup>th</sup> DCG/7<sup>th</sup> SC meeting (Nov 2018) and vetted during an national expert workshop in 4-5 December 2018. The outcomes will serve also as a basis for discussion during the validation multi-stakeholders focus group meetings in March 2019.</p> <p>The fully IMS is not yet operational. However, an upgraded GIS portal providing georeferenced information and data and all information available within the TDA has been established.</p> <p>EWG advised and DCG approved that the GIS Portal can currently address the needs of the basin states as it only lacks in being automated, not in data content.</p> <p>There is a goal to link visualization tools to IW:LEARN website.</p> <p>DCG decided on what parameters can be exchanged.</p>
	Information management system containing data gathered through the TDA is established.	Information and data related to the management of Drin Basin are dispersed among countries and institutions.	NA	Establishment of an Information Management System (IMS) that will enable the DCG, and country users to collect, store, and share data and information in a consistent way			
2) Visioning process opens the way for systematic cooperation in the management of the transboundary Drin River Basin	<i>The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA</i>	Shared Vision of 2011 MOU exists, But countries adopting fragmented approach to water resources utilization and environmental protection with little consideration of transboundary implications and freshwater	NA	DCG agreement that Shared Vision is consistent with TDA findings		MS	<p>The DCG has not yet confirmed that the MOU and TDA are consistent. This could be undertaken at the next DCG meeting when the TDA is approved.</p>

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
		ecosystems sustainability					
	A Strategic Action Program (SAP with horizon 5 years) consistent with the updated Shared Vision and the Drin MoU, <i>is approved. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities.</i>	Lack of an overarching basin-wide science based framework for the implementation of the medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.		SAP formulated and endorsed by the Drin Core Group and adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting – see Outcome 4.3).			<p>The SAP was scheduled to be initiated in 2018, and is behind. However, a “zero” draft has been developed. Secretariat/PCU has initiated discussions and meetings with DCG members for the preparation of the SAP and with facilitated meetings of national experts. A consultant has been hired to advance the SAP. Flood related activities should be part of the SAP.</p> <p>A technical meeting with the experts that participated in the development of the TDA Thematic Reports led to a first list of interventions; the latter became the basis for a first draft SAP, the content of which will be discussed in 6 national stakeholders consultation meetings in March 2019. Preliminary work done on Environmental Quality Indicators (EQI). Still need to develop EQ Objectives and agreed vision.</p>
Outcome 3 Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments	Partnership Conference, aimed at raising awareness and interest of the international community and ODA providers on sustaining countries commitment to SAP implementation	Donor interest in the region, technical assistance and investments do not respond to a strategic vision to address transboundary issues in the Drin Basin and sub-basins in an integrated manner	NA	Partnership Conference held.		S	<p>Not completed as it proposed for the final year of project. To be done once the SAP has been adopted. It is expected that a Partnership Declaration will capture the outcomes of the Meeting of Parties Conference in the final year of the project.</p>

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
Outcome 4 The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin	The three Drin Core Group (DCG) Expert Working Groups (EWG) become fully operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and act as a Joint Commission	Institutional structure: Meeting of Parties exists, DCG exists with annual meetings, EWG are identified, but are not established.		The DCG Expert Working Groups become operational in assisting the DCG to assume the full range of responsibilities stemming from the Drin MoU		S	<p>The DCG and steering committee of GEF Drin Project has convened. - 17 Dec 2015 to 7 Dec 2018 the DCG meet 8 times (7 ordinary and one ad-hoc meetings)</p> <p>By Q4 2018, The Drin Core Group (DCG) and the Expert Working Groups (EWG) are operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and make decisions on project direction.</p> <p>The EWGs have been established in</p> <ul style="list-style-type: none"> <li>• Water Framework Directive implementation EWG. (has met 6 times)-</li> <li>• Monitoring and Information exchange EWG. (has met 7 times)- decided on parameters to exchange for IMS</li> <li>• Biodiversity and Ecosystem EWG. (has met 6 times)</li> <li>• Flooding EWG was established at the 15th DCG / 6th SC meeting (Tirana, 7 June 2018). (has not yet met – countries need to appoint members.</li> </ul> <p>To date the EWGs been involved in supplying information, and review of thematic reports; development of recommendations where appropriate.</p>
	Inter-ministerial Committees are established <i>and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG.</i>	No functioning inter-sectoral dialogue at the national level.		The Inter-Ministerial Committees (IMC) are established <i>and/or functional inter-sectoral dialogue at the national level is conducted</i>			<p>IMC not formed yet in Albania due to government re-shuffling. Work is needed to continue to support this process. – The capacity is such that there are bodies that have transboundary responsible. Permanent Inter-ministerial committee on transboundary waters, but they have not met for years. Head is deputy min for Agriculture and Rural Development, and Water administration.</p> <p>IMC not formed in North Macedonia - establishment of an IMC will be discussed in the next meeting of the Inter-Ministerial Council for Sustainable Development.</p> <p>Montenegro: The National Council for Sustainable Development acts as the IMC. The Council meets two times per year. However, no meeting was organized in 2018</p> <p>Kosovo: The 2<sup>nd</sup> Kosovo IMC meeting was organized on 25<sup>th</sup> April 2018 in Pristina with support of GWP-Med. The Water Council is</p>

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
							responsible for water management at the level of prime minister, and is at the director level.
	A Strategic Action Program (SAP with horizon 5 years) is adopted by the countries.			SAP adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting).			First – Zero Draft SAP developed in February 2019. While a ministerial meeting was planned for 2018 to discuss 2011 MoU advances, the political situation in the North Macedonia and the elections in Albania in 2018 did not form a favourable environment for the organization of a Ministerial meeting. It is proposed for 2019
	DCG members, DCG working group members, water and land managers, policy makers and other practitioners are trained in surface/groundwater management, IWRM, implementation of international policy instruments (WFD, UNECE Water Convention), and other relevant disciplines and technologies	Lack of an overarching basin-wide science based framework for the implementation of the medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU		Full and successful participation of all DCG members and expert groups, and of qualified representatives of land-water managers and practitioners in training activities.			Annual programs are agreed to by DCG and included: 1. Project management: A group of 41 stakeholders, 18 women and 23 men, were trained, hence the institutions and organizations they work in were empowered, to mainstream gender issues in the management of the Drin Basin; Study visit in the Sava Commission; New Study visit – possibly in the Mekong in September 2019. 2. International obligations regarding transboundary water resources management including impact assessment; ( <i>how to prepare bankable projects for financing climate change adaptation</i> Tirana, on 26-27 November 2018) 3. Integrated Water Resources Management / WFD implementation (Gender and stakeholder engagement training Skopje on 13-14 June 2017 -18 women 23 men) The training provided support to the participants to be able to conduct gender analysis in their own organisations and identify solutions and needs at both project and organisational level of relevance for the "Drin Coordinated Action Process 4. Nature and ecosystems protection; (training on biological monitoring on summer monitoring campaign 2017 – 15 participants); Eighteen (18) members of staff of institutions (12 women and 6 men) from the beneficiary Drin Riparians that are responsible for monitoring, were trained on biological monitoring, including sampling, species identification, indices' (for the characterization of a water body in accordance to the EU WFD) calculation and interpretation. 5. Pollution control; (Training on priority substances sampling and analysis – sampling June 2017 and analysis training 4-7 Dec Athens – 12 people from regional institutions) (trainings <i>analysis of water samples</i> Tirana (27-29 June 2018) & Pristina (11-13 July 2018) – 18 members; Twelve (12) members of staff of institutions from the beneficiary Drin



Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
							<p>Riparians that are responsible for monitoring, were trained on priority substances (in accordance to the EU WFD) sampling and analysis.</p> <p>6. Economic valuation of issues and solutions for basin management:</p> <ul style="list-style-type: none"> <li>- Ad hoc: participation in Meeting of Parties to UNECE Water courses and Lakes Convention (15-17 Nov 2015- 2 DCG member); 2018 (3 DCG members)</li> </ul> <p>Participation at 9<sup>th</sup> GEF International Water Conference – IWC9 that took place in Marrakesh, 5-8 November 2018 (4 DCG members)</p> <p>“Training on how to prepare bankable projects for financing climate change adaptation in transboundary basins” organized in Dakar, Senegal, on 21-23 June 2017 – 3 DCG</p> <p>The water directors of three of Drin Riparians were trained on preparation of bankable projects for financing climate change adaptation in transboundary basins.</p> <p>Additional training included: New capacity developed for using the GIS portal + 4 more to take place.</p> <p>ELEM and KESH participated in the workshop “Water allocation in transboundary basins: a global workshop on the status and good practices” that took place in Geneva, 16-17 October 2017</p>
<p>Outcome 5 Benefits demonstrated on the ground</p> <p>(i) Integrated River Basin Management Planning in Lake Ohrid</p> <p>(ii) Wastewater treatment for Shkodra</p> <p>iii) Reduction of nutrient load Skadar Lake</p> <p>(iv) Catchment Flood Risk</p>	<p>(i) ToR for the preparation of Basin Management Plan at transboundary level. And Ohrid Basin Management Plan.</p> <p>(ii) Integrated modelling tool for waste treatment from Shkodra City</p> <p>Report on 1-determination of treatment needs and 2-appropriate technical solution</p> <p>(iii) Study for fuel briquettes Facility, equipment and operation</p> <p>Monitoring and outcomes</p>	<p>(i) <i>No Basin Management Plan; the preparation, in accordance to the WFD, of a basin management plan for a shared water body is not tested in the Drin Basin.</i></p> <p>(ii) <i>Shkodra city is a pollution hotspot affecting areas of paramount ecological importance.</i></p> <p>(iii) <i>Nutrients enter the Shkoder/Skadar lake through its tributary, Moraca. De-forestation takes places in the Montenegrin part and collected wood is used for heating purposes.</i></p>				S	<p>(i) Re-Establishment of Lake Ohrid Commission (catalytic); The Lake Ohrid Management Plan (LOMP) is being developed in line with WFD, supported by the mayors, but requires input from the monitoring of the Lake, which has experienced delays due to permitting. Surveys are:</p> <ul style="list-style-type: none"> <li>- Winter on physicochemical parameters (took place in the week 25 February, 2019)</li> <li>- Spring 2019 on physicochemical and biological parameters (planning started)</li> <li>- Summer 2019 on physicochemical and biological parameters (planned)</li> </ul> <p>Two Greek institutes, as well as local experts from the Hydrobiological Institute (North Macedonia) and NEA (Albania) are involved.</p> <p>(ii) The Modelling Tool (MT) is developed and presented at the Nov 2018 Conference in Ohrid.; draft Wastewater Management Decision Support Tool (WEMDST) were presented and waste water treatment scenarios were discussed; A draft report regarding recommendations on wastewater management in the city of Shkodra was prepared by the consultant and submitted on 21 December 2018, full analysis of the basin.</p>

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
<p>Management in the Drin Basin.</p> <p>(v) Planning of the joint monitoring network in Zeta Plain, Skadar/Shkoder and Buna/Bojana sub-basins)</p> <p>(vi) benefits on the ground demonstrated by environmentally sound approaches and technologies new to the White Drin.</p>	<p>Report on outcomes.</p> <p>(iv) Ad Hoc Flood Expert Working Group under the Drin Core Group, Components of a Catchment Flood Risk Management Plan, Emergency operation rules for the dams.</p> <p>(v) A joint monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro is developed and tested</p> <p>(vi) Waste Water treatment wetlands is constructed.</p>	<p>(iv) <i>Floods have been having detrimental effects across the Drin Basin. The issue can't be dealt with effectively with unilateral action. Related instruments/approaches and cooperation among Drin Riparians is necessary but absent.</i></p> <p>(v) <i>Monitoring systems in Drin Riparians are not harmonized undermining cooperation for the management of the transboundary Drin's sub-basins.</i></p> <p>(vi) <i>Nutrient loading remains a problem</i></p>					<p>(iii) Planning for the activity is well underway. Ministry of Sustainable Development and tourism is looking at legal issues and permitting for construction of warehouse and facilities. Possible temporary building. Spatial plan of Special purpose for the National Park not adopted in Oct 2018, so need to wait for more. The PCU has initiated procurement procedures to purchase equipment needed for the second phase of the demonstration project; it is a little behind.</p> <p>(iv) EWG on Floods is established with a TOR (November 2018); some initial field visits conducted; A concept note for a pilot project on floods is approved in February 2019 over a virtual meeting of the DCG while the TOR are being developed; up to USD \$9M funds for full scale activities is being sought from Adaptation Fund, where the DCG is SC for this 'spin-off' project. This is being done in conjunction with GIZ activities.</p> <p>v) A contract has been established between UNESCO and GWP-Med in February 2018; TOR for consultants awaiting comments from Albania and Montenegro. UNESCO can pay for monitoring equipment and data gathering.</p> <p>(vi) Waste Management in Kosovo (Managed by UNDP Kosovo) On 19 November 2018, the inauguration ceremony was organized. High representatives of the UNDP, MESP, Municipality of Rahovec, as well as of the local community and other relevant stakeholders participated in the ceremony.</p>
<b>Outcome 6</b> Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming	Stakeholder Involvement and Gender Mainstreaming Strategy is defined and adopted by Drin Core Group.	Level of public participation in decision-making is unclear in all countries, with efforts being made to introduce/implement legislation leading to increased stakeholder involvement and public participation. Gender issues not yet considered.		Drin Core Group approval of Stakeholder Involvement and Gender Mainstreaming Strategies.		HS	<p>Stakeholder analysis, and engagement in TDA</p> <p>Meetings and engagements all have gender separated data.</p> <p>Stakeholder strategy developed: 120 Stakeholders, 51 women and 69 men, participating in the 5<sup>th</sup> Stakeholders Conference (2017) 131 Stakeholders, 58 women and 71 men, participating in the 6<sup>th</sup> Stakeholders Conference (2018)</p> <p>The Project is implementing the Stakeholder Strategy.</p> <p>Gender strategy developed and implemented; The GWP-Med's Gender Focal Point is the stakeholder engagement officer; DCG balanced in terms of gender (30 % DCG and 60% of EWGs are women)</p>
<b>Outcome 7</b> Political awareness at all levels and private	Information, Communication and Outreach Strategy is	Public awareness of natural resource sustainability issues and of water		Communication activities support the preparation and adoption of		S	<p>The Drincorda website is fully operational and easily accessible from IW:LEARN -</p> <p>Drinacodra facebook page operational.</p>

Project Strategy	Indicator	Baseline	Level at PIR	End of Project Targets	MT Level <sup>76</sup>	Rating	Justification
sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives	prepared and implemented.	governance and management is generally scarce.		the TDA and the SAP. All the project's main events, findings and achievements recorded and disseminated through media events and ICT. Project's active participation to IW LEARN activities and events using at least 1% of GEF grant.			<p>Celebration of Drin Day have been done annually.</p> <p>Project and Drin CORDA brochure and information notes (electronic versions or printed).</p> <p>Promoting the Drin CORDA and the project in regional and international fora.</p> <p>Meeting of the UNECE Water Convention on the Water-Food-Energy-Ecosystems Nexus Task Force, 18 October 2017, Geneva</p> <p>2nd High-Level Panel of Environment and Climate Action in the Western Balkans, 17th November 2017, Bonn Germany</p> <ul style="list-style-type: none"> <li>- Representatives of all beneficiary Drin Riparians and of the PCU represented the Project in the GEF IWLEARN Conference that took place in Marrakesh, 5-8 November 2018.</li> <li>- Representatives of all beneficiary Drin Riparians -apart from Montenegro- and of the PCU participated in the UNECE Meeting of the Parties (Astana, 10-12 October 2018).</li> </ul>

## 4.5 Remaining Challenges to achieving the project results

### 4.5.1 Development of functional IMS

The establishment and operation of the IMS is linked with investment, maintenance and running costs, and the capacity of the countries to engage with the system. Currently, there is a lack of operational and institutional maturity to proceed with development and implementation of the IMS, which envisions pollution monitoring, real-time Hydromet monitoring, and national IMSs in place and fully operational. Following presentation of the updated version of the “Implementation plan for the development of the IMS” and the draft IMS ToR at the 6<sup>th</sup> meeting of EWG MIE, and discussions in the DCG, it was decided to upgrade the GIS Portal system to serve project needs.<sup>77</sup> While the overall software architecture was approved, two key issues were i) the large costs associated with the proposed system and ii) the capacity of the countries to utilize the system to its full extent. The upgraded GIS portal serves the function of trust building associated with data exchange, as well as development of the SAP.

Likely some improved data exchange system will become one of the actions addressed in SAP implementation and the future challenge will be developing national capacity and securing a body to host the IMS. The Secretariat/PCU was asked to investigate the possibility for a neutral partner organization to host the IMS and undertake related costs. The UNECE, UNDP and UNEP were approached; however, none was able to take it up due to administrative reasons. Key will be maintaining focus on the function of the system and then development of the form needed. The basin level data exchange mechanism should evolve alongside the capacities of the basin states.

### 4.5.2 SAP development and implementation

The developing consensus for the SAP as a political process was identified as a “risk” in the project document.<sup>78</sup> However, it has been, hopefully, addressed through the engagement process associated with this project and the collaborative development of a detailed and thorough TDA. The initial discussion for the SAP among the stakeholders are being undertaken in March 2019. A technical level meeting in December 2018 engaged the vast majority of experts that participated in the development of the TDA Thematic Reports, and produced a “zero” draft which was ready in February 2019. The SAP process can take time to develop as there are often political interests incorporated into its creation. One of the benefits of this SAP is that the development of environmental objectives and targets is a high priority for the countries in terms of EU WFD requirements. It is clearly possible to develop an agreed SAP; however, the timeline is tight and does not leave much room to develop a SAP implementation project during the lifetime of the current project to ensure a smooth transition to the implementation phase. As the project intends to apply for funding from GEF 7 to assist with SAP implementation, it will need to have an approved SAP as soon as possible to advise GEF. Possibly by June/July 2020, leaving only 17 months for SAP development and approval.

### 4.5.3 Challenge of working in the region

Working with 4 governments, there are always changes to personnel and re-establishing connections can be time consuming. This is perhaps particularly true in the case of the Drin, where recent histories still shadow relations at the political level.

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<sup>77</sup> GWP-Med (2018) 6<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (15<sup>th</sup> Meeting of the Drin Core Group), Tirana, 17 June 2018.

<sup>78</sup> Page 87, UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

Following the establishment of new Government in North Macedonia in 2018, the PCU had to re-established communication with the new political leadership as well as with institutions responsible for waters and basin management. This included meetings with the new Deputy Minister of Environment and Physical Planning of North Macedonia, Mr. Jani Makraduli, on 12 January 2018.

There has been a recent improvement in the political atmosphere between Greece and North Macedonia regarding the approval of the latter's name change.<sup>79</sup> This will undoubtedly assist in helping to advance project outcomes in terms of regional cooperation.

There has already been a restructuring of the Albanian ministries and key organizations participating in this project following the presidential and parliamentary elections in July 2017. It is highly possible, given the political situation in Albania,<sup>80</sup> that there may be further restructuring associated with the government that could impact the delivery of Project outcomes.

Sustained political interest was identified as a potential risk for the project, however, it was felt that the EU approximation process would be a sufficient incentive to continue to drive collaboration and co-operation in implementing the 2011 MOU forward.

#### 4.5.4 Establishing inter-ministerial committees

The establishment and convening of IMCs in Albania and North Macedonia may prove to be a challenge during the remainder of the project. Indeed, they are the two countries which have undergone political change during the first half of the project. The PCU of the GEF Drin Project will need to continue to encourage their development; however, it is ultimately up to the two countries themselves to do this. The role of the IMCs is to ensure a more integrated approach to water management planning is developed at the country level. If this integrated planning is being conducted, for example within the context of World Bank's Albania Water Resource Management and Irrigation project, and that there is a mechanism for input into the SAP, then one could conclude that the functions of the IMCs are being fulfilled, albeit not by an established group. It is recommended that consideration be given to alter Output #8 and its associated indicator to reflect this (see Results Framework Analysis).

#### 4.5.5 Funding for Kosovo to be able to be more parallel to its neighbours.

Kosovo is not able to receive vertical funding, thus may not be eligible to benefit from possible funding from the Adaptation Fund. Nevertheless, it supplies a significant portion of the water, and is particular importance in times of precipitation, it would be a key player in addressing flood control and sedimentation issues, as well water quality.

At a minimum, should additional funding that does not include Kosovo be obtained, then their participation in meetings and maintaining the DCG can be achieved through "informal participation of experts".

#### 4.5.6 Involving energy and power producers in the Drin process

There are five hydro-production dam structures, and one regulating structure in Ohrid Lake. ELEM energy producers in North Macedonia control the outlet of Ohrid Lake and Spilje Dam (69 MW), and KESH in Albania controls the 500MW dam at Fierzë, near Kukes. Understanding and discussing operations are going to be key to addressing issues of biodiversity, ecosystems, and flooding as well as power generation. Currently, there is little to no cooperation between the energy agency in Albania (Kesh) and its Macedonian counterpart (ELEM). ELEM for their part appear interested, at least at the level of the Black Drin, as they see benefits in discussing issues such as debris and

<sup>79</sup> 5 January 2019.

<sup>80</sup> [https://www.washingtonpost.com/world/europe/albania-opposition-protests-against-governing-socialists/2019/02/26/469576f0-39ed-11e9-b10b-f05a22e75865\\_story.html?utm\\_term=.1c839add79b1](https://www.washingtonpost.com/world/europe/albania-opposition-protests-against-governing-socialists/2019/02/26/469576f0-39ed-11e9-b10b-f05a22e75865_story.html?utm_term=.1c839add79b1)

pollution, which can be harmful to turbines; sedimentation concerns, and flooding. There are opportunities to explore various areas of interest for the power producers including:

- Discussion of optimizing power benefits of the existing cascade, and improve flood control.
- Discussion of improving sediment control, through reforestation and riparian planning (including road construction, etc.), and flood control.
- Improving power generation at Fierzë with the possible construction of upstream storage in Kosovo, which would also improve flood control downstream, and enhance reservoir life through sediment control. The structure could take advantage of “opportunistic power generation”. Careful consideration would need to be given to prioritizing uses such as flood control, power generation at Fierzë. Benefit sharing arrangements would need to be explored to ensure Kosovo would benefit appropriately.
- Examine specific cases studies where storage dams are used to enhance downstream power generation. Case studies could come from the EU related to the regional study on hydropower potential, or from North America, for example the Duncan storage dam in the Columbia River System.
- At a minimum, exchanging data of operations, reservoir levels, releases, hydro-meteorological information would all be of benefit to help power planning and flood control.
- KfW has donated MEuro268 to Albania in the energy sector since 1988, and some 124 MEuro to Kosovo in the energy sector since 1999.<sup>81</sup> They may possibly be interested in helping to finance feasibility of a storage dam in the White Drin.

To this end, the Expert Working Group on Flood Control could be expanded over time to address flood control and enhanced power generation. It may be more enticing to power producers.

## 4.6 Project Implementation and Adaptive Management

Overall the Project Management and adaptive Management was found to be **“Satisfactory”**

### 4.6.1 Management Arrangements:

See section on implementation arrangements for details.

The working relationship between the country offices of the UNDP implementing agencies (UNDP-Albania and UNDP-Kosovo) and the executing agency (GWP-Med) are highly functional with regular communication. The Country officers of GWP-Med are familiar and well respected within the implementing agencies, as well as within the beneficiaries in their respective countries, as evident from the field mission.

The only change in management was the termination in June 2018 of the Project Manager stationed in Tirana, Albania, due to poor performance. It was noted that this was conducted tactfully and with no damage to the profile of the project.<sup>82</sup> This shows a good level of adaptive management from the PCU and the ability to recognize that changes in management are needed.

The Steering Committee meets twice a year to provide oversight to the project as evidenced from the field trip and SC reports. SC members interviewed confirmed the growing effectiveness of the SC/DCG as a decision-making body. The fact that the SC meets twice a year means that it provides more active oversight and management capabilities than in most GEF projects where the SC meets annually. Although the SC meetings demand more logistics, the PCU has tied SC meetings into other forums, such as the stakeholder engagement conference, to keep costs low and provide for effective

<sup>81</sup> KfW (2013) “German Financial Cooperation: Support for the management of the extended Drin River Basin” Presentation delivered at Drin Basin Multi-stakeholder conference, Tirana, 10 December 2013.

<sup>82</sup> Personal communication with Elvita Kabashi, UNDP-Albania.



use of funds and people's time. The geographic realities of the region - good road links - also provides ease in bringing people together more easily.

#### 4.6.2 Work Planning:

Annual workplans are developed using an excel based spreadsheet<sup>83</sup> and approved of by the SC and amended as needed. The semi-annual meetings of the Steering Committee provide for ample opportunity to reassess direction and maintain momentum from the beneficiary agencies. As such, there is a high level of adaptive management which is undertaken in the project; as illustrated by choosing training schedules, altering demonstration projects as opportunities arise,<sup>84</sup> developing timelines for EWG meetings and products.

Discussions with several SC members indicated good support from the PCU, including preparatory documents being sent out, review of previous workplans and SC reports, clear meeting goals with identified decision items on agendas, and follow up work. For more details see the section on progress towards outcomes at it relates to institutional strengthening of the DCG.

The project utilizes technology effectively to assist with planning including: Microsoft Planner and SharePoint for monitoring of workplan implementation. This was illustrated by one of the GWP Country Officers during the field visit.

#### 4.6.3 Finance and co-finance:

##### **Project Financing**

No financial audit was conducted as part of this evaluation. A full audit was conducted by KPMG in March 2018. In this review, the Financial summaries (all quarterly reports and annual reports from Q3 2015 to Q4 2018) reviewed were supplied by GWP-Med and met UNDP and GEF reporting requirements. There are quarterly budgets prepared; management is on cash basis; 80% of the budgeted amount each quarter needs to be spent to trigger the funds for the next branch to be released from UNDP to GWP-Med.

Few activities took place in 2015 or early 2016 as discussed in the section related to delays. When activities commenced in earnest in mid 2016, the expenditure is reasonable assuming the activities undertaken. For example, the expenditure in Q4 2018 associated with the 6th Drin Stakeholders Conference was organized on 14-15 November 2018.

Of the USD 4,5000,000 GEF Grant, the UNDP Albania is operating USD 280,300 for monitoring and evaluation and UNECE. This leaves USD \$4,219,800 for disbursements through GWP-Med. As of 31 December 2018, GWP-Med dispersed USD 2,105,854 (or 50% of the GEF grant that is directly administering). In Kosovo, UNDP-Kosovo is administering USD 211,600 and the GWP-Med has dispersed USD 396,029 (or 50% of the GEF Grant that is directly administering).<sup>85</sup>

Based on the dispersed funds, as of 31 December 2018, there are ample funds to complete the project.

The audit by KMPG found minor inconsistencies: i) preapproval of timesheets, ii) having two signatures for bank reconciliation, and iii) signing for consultant products. These have all been amended accordingly.

There were no transfers between components, and it appears there will be no significant transfers between components for the duration of the project.

##### **Co-financing**

<sup>83</sup> Excel file planning tool for October 2015-2017; October 2017-2018.

<sup>84</sup> Changing the Fish Market project to the transboundary groundwater monitoring project with UNESCO-IHP.

<sup>85</sup> Financial reports for Year 1 and Year 2. Supplied by Nikos Michopoulos (GWP-Med).



There is significant co-financing in GEF Drin Basin Project as outlined in Table 4. With the total amount being a committed of USD 281.5 million as compared to a total GEF grant of USD 5.5 million. The vast amount of co-financing is primarily associated with infrastructure projects for sewage treatment (including an extension of Shkodra wastewater treatment plan to deal with phosphorous for USD 91,000,000); sewage network upgrades in Pogorica, Prizren, Shkodra, Dobraci and Shiroke; water supply in Lezha and Shkodra; and irrigation rehabilitation; amongst others.

*Table 4: Co-financing Table for EF Drin Project*

Country / Organisation	Committed <sup>86</sup> In-kind (cash)	Accounted for by MTR	Comments
Albania			
WB: Water and Irrigation project	42,000,000		Project is on-going.
SIDA grant on River Basin Management in Drin	6,800,000		Project is on-going.
EU IPA pre-accession funds	2,700,000		Project is on-going.
Participation of experts to the meetings	150,000		Albanians have participated in all meetings, provide data, analyse thematic papers,
Montenegro (participation)	150,000		Beneficiaries have participated in all meetings, provide data, analyse thematic papers,
North Macedonia (participation)	900,000		Beneficiaries have participated in all meetings, provide data, analyse thematic papers, development of new legislation regarding Ohrid Lake management.
UNDP Albania	1,000,000 (30,000)		Capacity development part of Territorial and Administrative Reform project.
UNDP North Macedonia	4,284,221		Prespa Lake ecosystem project.
Kosovo (Min of Spatial Planning)	60,000		Participation in all meetings and revision of documents. Approximately 200 man days of involvement of MESP staff so far. Evidences such as participant lists, reports, available at Sharepoint. <sup>87</sup>
KfW <sup>88</sup>	123,578,000		Based on compatible activities that have been initiated. Sewage

<sup>86</sup> \* Verified with co-financing letters.

<sup>87</sup> Two members of DCG and two members of each of the three EWGs, in total 8 persons, in the period 2016-2018 have attended two times/year in the respective meetings. 8 Persons \* 6 Meetings \* 2 Days. Additional Adhoc DCG meetings and Adhoc meeting of EWG MIE were organized.

In each of 6 Capacity building activities (two/year) at least 5 staff of MESP have attended in the capacity building workshops/training organized.

5 staff of MESP were involved in sampling monitoring campaign and training,

Staff of MESP have attended the study visit to Sava and Danube Commission; Dakar-Senegal training on bankable projects, Marrakesh water Day.

In addition, MESP staff/experts were engaged on reviewing and commenting the thematic reports, ToR and other documents sent for review/approval.

<sup>88</sup> Co-financing letter outlines contributions for sewage activities, solid waste management, assistance to national parks from German Government (EUR 71.1 M), Swiss Government (EUR 14.5 M), Swiss Government (EUR 14.5 M), WU (EUR 3.5 M), for a total of ERU 91 M (or USD 128,578,000) to be invested between 2013 and 2018.

Country / Organisation	Committed <sup>86</sup> In-kind (cash)	Accounted for by MTR	Comments
			Pogradec, Shkodra, SW Kosovo; Solid-waste management Korca; Support to National parks.
Swiss Cooperation <sup>89</sup>	33,000,000		Projects are underway.
GIZ	6,790,000		Have finished the Biodiversity lakes project and are finalizing the Climate Change flood project.
UNECE	100,000		Nexus Thematic paper completed.
JICA	332,344		Wastewater treatment training conducted. <sup>90</sup>
SIDA-Kosovo	7,211,027		Spatial planning, management Plan of Drin (underway) and interministerial council has met regularly.
UNDP-Kosovo	50,000 (200,000)		Spatial Planning and climate change in Drin basin, initiated. Wetlands constructed in Rahovec.
GWP-Med	150,000		
<i>Total</i>	281,009,500 (230,000)	NA	

In addition to the committed co-financing, the Austrian Development Agency<sup>91</sup> has agreed to fund EUR 200,000 (USD 271,600) for the Nexus analysis in the Drin Basin.

Accounting for co-financing has been difficult to obtain, both from the donors and from national governments. As the project progresses, effort should be placed at assessing how far the 'complimentary' projects have advanced and therefore how much has been contributed. As most of the commitment letters are for the period 2013-2018, most of the complementary co-financing should have been spent by now and thus fairly easy to account for by the project closure.

#### 4.6.4 Project-level Monitoring and Evaluation Systems:

Project level reporting has been well designed and well executed. All background materials for SC meetings are available and clearly organized. SC meeting reports, annual reports, financial reports, and workplans are all available as per the Project Document.

The mid-term review was undertaken somewhat late in the project cycle, at month 30 as opposed to 24; however still within the 3<sup>rd</sup> year. The review was undertaken during the 6<sup>th</sup> SC meeting with the request to have a no cost extension.<sup>92</sup>

The GEF Drin Project has sufficient budget in place to conduct the envisioned monitoring (reporting, PIR etc.) and evaluations (Mid-term and Terminal). The FSP has indicated an M&E budget of US\$103,000 with US\$40,000 for both mid-term and terminal evaluations.

<sup>89</sup> Co-financing letter notes USD 33 M for projects in direct support of the Drini Project between 2013 and 2018 which does not include additional outreach for a planned waste water treatment project in Peja/Pec, Kosovo.

<sup>90</sup> In Kosovo and Albania, JICA addresses capacity building for waste-management (See 2018 JICA Annual Report at <https://www.jica.go.jp/english/publications/reports/annual/index.html>)

<sup>91</sup> "Promoting the Sustainable Management of Natural Resources in Southeastern Europe, through the use of the Nexus approach" (2018-2021)

<sup>92</sup> GWP-Med (2018) 6<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (15<sup>th</sup> Meeting of the Drin Core Group), Tirana, 17 June 2018.

Annual and semi-annual SC reports illustrate results based reporting using indicators and verification mechanisms outlined in the Project Documents.

#### 4.6.5 Stakeholder Engagement:

Stakeholder engagement has been exceptionally well executed. Stakeholders have been well identified, characterised and substantively engaged in the project. The initial “Stakeholder Mapping” report identified all the potential interested agencies and organisations in the Extended and White Drin River Basin including those in Kosovo. This was followed up with a full “stakeholder engagement report” detailing activities and methodologies, such as social media campaigns, interviews and collaborating with NGOs, amongst others.<sup>93</sup>

During TDA development:

- Six focus groups meetings were organized to (i) identify the issues perceived by the stakeholders, key management issues and problems at sub-basin and basin level, as well as their causes and impacts; (ii) acquire new information about the stakeholders and their characteristics and identify the key stakeholders; (iii) provide a platform where stakeholders can express their expectations and aspirations for the future management of the Drin Basin:
  - o Podgorica, Montenegro, 25 October 2016 (45 participants of which 19 women);
  - o Pristina, Kosovo, 26 October 2016 (45 participants of which 9 were women);
  - o Ohrid, Former Yugoslav Republic of Macedonia, 27 October 2016 (30 participants of which 12 woman);
  - o Tirana, Albania, 28 October 2016 (22 participants of which 10 were women);
  - o Shkodra, Albania, 3 November 2016 (34 participants of which 11 were women);
  - o Pogradec, Albania, 4 November 2016 (29 participants of which 8 were women).

The stakeholders evaluated the meetings using on-line questionnaires.

- A total of 133 stakeholder representatives (of which 42 were women), were interviewed:
  - o Albania: 85 stakeholder representatives of which 29 were women
  - o North Macedonia: 16 stakeholder representatives 5 of which were women
  - o Kosovo: 15 stakeholder representatives 2 of which were women
  - o Montenegro: 17 participants of which 6 women (including representatives of institutions and stakeholders from the Skadar and Bojana sub-basins)

During interviews, stakeholders confirmed that they had been adequately consulted and engaged in activities to date.

There are focus groups being organized for the SAP in March 2019, to ensure input into the planning phase of the programme.

The Drincorda website is open access and has all the relevant meetings, documents, and notices available.

#### 4.6.6 Reporting:

The reporting for the project is “**Satisfactory**”

The reporting for the project has been followed as laid out in the both the Monitoring and Evaluations plans in the Project Documents. Discussions with implementing agency offices<sup>94</sup> and the

<sup>93</sup> DRIN Corda (2015) Stakeholder Analysis and Stakeholder Mapping. (Supplied by GWP).

<sup>94</sup> UNDP-Albania, UNDP-Kosovo, and UNDP-IRH.

GEF indicate there is no concern regarding reporting from the Project, other than with respect to co-financing as previously discussed.

The Progress Tracker, Annual reports, PSC reports (detailing actions and decisions) are all being completed at the appropriate stages. Any changes to the workplan, hiring of staff, alterations to the budget, etc. are easily identified through SC reporting and communications between the GWP-Med and respective UNDP offices.

See [Annex G](#) for the list of documents reviewed.

#### 4.6.7 Communications:

Based on discussions with various stakeholders, the level of communication between the local municipalities, NGOs, and national level institutions with the PCU was well carried out. Most stakeholders had very positive comments regarding information flow, access to materials, preparation for meetings, reviewing products, and conducting contracts. Only in one case was there some confusion regarding the contracting of monitoring of Lake Ohrid. It was anticipated that the Hydrobiological Institute-Ohrid would conduct monitoring, yet it did not bid on the contract as expected. In discussions with the Institute, this appeared to be more an internal issue than with communication from the PCU. Subsequent discussions ensured that the Institute staff would participate in the collection of samples and receive up-dated training in biological monitoring techniques from the University of Athens, which was awarded the contract.

Communication between the executing agency, GWP-Med and the UNDP were found to be effective. Those interviewed indicated that there are frequent calls and emails between the UNDP and GWP-Med regarding financial and execution activities, and issues are addressed rapidly and professionally.

Communication with the wider public and stakeholders is addressed under “Stakeholder Engagement 4.6.5”.

## 4.7 Sustainability

The overall rating on sustainability is assessed as “**Likely**”.

Sustaining the GEF Drin Project outcomes is “likely” considering there is substantial political support for implementing the 2011 MOU, as well as complying with EU WDF standards under Chapter 27.

#### 4.7.1 Financial risks to sustainability:

The project is encouraging financial sustainability by having countries pay for participation in the Drin Core Group, and it will move towards self-funding of the EWGs during the implementation phase of the SAP. However, the countries will need to experience significant benefits from the process before they are able to assume the entire role of funding a Drin Commission (Drin Core Group) with a dedicated secretariat, and conduct national monitoring at the level envisioned under the EU WFD. This will clearly take a number of years to achieve, and some countries, such as Montenegro which participates in the Sava River Commission, are ahead of others.

In terms of infrastructure investments, such as dams, flood protection, sewage upgrades, the countries are likely going to rely of donor involvement for the foreseeable future.

#### 4.7.2 Socio-economic risks to sustainability:

The entire project is based on developing a more integrated approach to managing the Drin River Basin that includes improvements to the environment, but also addressing economic development through flood mitigation and improved water quality for municipal supply and fisheries. The project is a regional approach to addressing issues that will form the basis of economic drivers such fisheries management, clean and pristine areas for tourism, pilots for using bio-fuels, and water quality for

agriculture. Moreover, the project is forging into areas not originally perceived regarding discussions on hydro-power production and shared benefits of information exchange and coordinated operations. This could have significant ramifications regarding both power production and flood control. As the process assists to bringing the countries in line with EU WFD this will enhance possibilities of greater proximity to the EU and its associated socio-economic benefits.

#### 4.7.3 Institutional Framework and Governance risks to sustainability:

The Institutional mechanisms supported and developed during the GEF Drin Project are completely compatible with the structure identified with the 2011 MOU and “Shared Vision”. In this regard, there are virtually no risks to sustaining the mechanism other than financial as previously discussed.

#### 4.7.4 Environmental risks to sustainability:

The entire project is based on developing a more integrated and holistic approach to managing the Drin River Basin that includes pollution control, biodiversity preservation and flood mitigation. The support for this activity stems from the local level through to the national level as it addresses national priorities. See section on Country Ownership (4.2.2).

The impacts of climate change were identified as a risk, particularly with effects on the hydraulic systems resulting in intensified flooding.<sup>95</sup> This however, raises the importance of developing a functional and effective DCG, building consensus around an SAP, and working to implement it.

## 5 Conclusions & Recommendations

Overall the GEF Drin Project has advanced cooperation significantly in the region by breathing life into the 2011 MOU and preparing the countries to meet the standards associated with the EU WFD. Substantively, since operational activities commenced in the summer of 2016, joint surveys collecting new information have been conducted for the first time, data has been exchanged and compiled, experts from different nations have worked together to develop a detailed and highly functional TDA, and beneficiaries and stakeholders have participated in at 9 targeting trainings and additional *ad hoc* training events covering key topics such as pollution control and monitoring, IWRM, and gender mainstreaming.

On a governance level, the project has supported the implementation of the 2011 MOU in strengthening the role of the Drin Core Group (DCG) as an oversight and decision-making body for the basin. This role will continue to be strengthened as the project moves to develop the SAP for the basin. The project further strengthened the instructional structure of the DCG through the creation of expert working groups (EWG) to support the DCG in technical areas of Water Framework Directive implementation, Biodiversity, Monitoring and Information Exchange, and Flood Management, the latter of which was called for under Article 4.1 (d) for the 2011 MOU.

Through work at the local and municipal level, the project has leveraged improved cooperation through developing renewed interest in the bi-national Ohrid Lake Commission, which has not met for several years. Indeed, it has assisted the promotion of national legislation in North Macedonia for the protection of the Culture and Environment of Lake Ohrid.

*“The project has been most helpful in developing a vision forward for the basin and to take common action at the local level”* Antonio Gavrilovski, Chief Officer of Ohrid Municipality.

The project has helped address nutrient loading around Skadar/Shkoder Lake through the pilot project on developing a model to plan for sewage treatment from Shkoder City. The project has

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<sup>95</sup> Page 87, UNDP (2014) Project Document for *Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin*.

demonstrated cost effective waste water treatment for rural areas through the construction of wetlands in Rahovec, Kosovo. The wetland project is hoped to stimulate similar projects in other areas. The project is also helping collaboration between line ministries and agencies in Albania and Montenegro associated with groundwater monitoring.

In general, one of the key contributions of the project has been to build trust and cooperation in a transboundary basin of Western Balkans which has known much discord in the recent past. The project has been careful to address political issues and has avoided discord by moving at a speed that all countries can keep pace with. While this meant that some aspects have moved more slowly than anticipated, it has laid a solid foundation to conduct an SAP approval process in the second half of the project.

The pace of the project has experienced some unfortunate delays including a decision to wait until the Kosovo portion of the project could be approved before advancing, the long period in receiving the “no-objection” from Albania for the GWP-Med Country Officer to be in place, and the longer than estimated time to complete the TDA in part due to the thematic paper on hydrology. As a result, the SC, in its 6<sup>th</sup> Meeting (Tirana, 7 June 2018), requested an 18<sup>th</sup> month ‘no-cost’ extension. The combined GEF Drin Project has 50% of its GEF grant remaining and based on current and projected expenditure, it should be able to operate until February 2021.

Concerted effort will be needed to ensure that the SAP is approved as early as summer 2020 to begin development of a proposal for SAP implementation in GEF 7. Inter-ministerial groups are already in place and functioning for Kosovo and Montenegro. It may be difficult, due to recent political restructuring, that the goal of having inter-ministerial committees established during the project in all Drin riparians will not be reached; however, increased effort will help ensure that some form of functioning multi-sectoral mechanisms at the national level are available for input towards SAP development, as well as implementing advice stemming from the DCG.

The project is catalytic in advancing cooperation and collaboration in the basin by building on several other previous and existing projects including Climate Change and flood risk management (GIZ); Conservation and Sustainable Use of Biodiversity in Lakes Prespa, Ohrid and Shkoder/Skadar (GIZ); and the Management Plan for the White Drin in Kosovo (SIDA). It was perhaps overly ambitious in certain areas, including updating the 2011 MOU and gaining consensus on the SAP in only 8 months. Nevertheless, a good deal of progress has been made, particularly in developing consensus around the casual chain analysis of the TDA which will form the basis for the SAP.

The project has followed all appropriate reporting and evaluation requirements. The Steering Committee meets every 6 months, providing sufficient oversight and decision making to be “involved” in managing the project in terms of developing TORs for consultants and expert working groups, reviewing and approving the TDA, identifying training needs, but also in terms of providing direction for the project. For example, the 2<sup>nd</sup> SC meeting decided to change one of the demonstration projects from a fish market in Lake Shkoder to conduct joint monitoring of groundwater between Albania and Montenegro in conjunction with UNESCO-IHP. Also, the Project Coordination Unit and the SC have shown flexibility to adapt to changes in staffing, and also in dealing with new national lead agencies as new governments were formed in both Albania and North Macedonia.

The stakeholder engagement within the project has been conducted at a very advanced level. A “stakeholder engagement report” was developed and implemented detailing activities and methodologies, such as social media campaigns, interviews, and collaborating with NGOs. Annual stakeholder conferences are held with as many as 123 people participating from national governments, agencies, NGOs, academia and the public.



A Gender Mainstreaming Strategy was developed and implemented. Of the 370 people participating in stakeholder consultation meetings, 138 were women. Women represent 30% of the members of the DCG, and approximately 60% of the members of the Expert Working Groups.

The project is likely to enjoy support from the basin states as there is strong sense of country ownership, as it advances implementation of the 2011 MOU and readiness to move towards meeting EU standards under Chapter 27.

Despite the success of the project to date there are some recommendations for its successful completion.

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- 1 The project should have a no cost extension of until 28 February 2021 to ensure sufficient time for the outcome impacts to be fully realized. The reasoning for this includes i) a delay in starting project activities due to a) securing “no-objection” from Albania for GWP ground staff b) the decision to ensure that parallel activities could be conducted in the Kosovo (White Drini) project; ii) the TDA taking longer than anticipated due to a) delays in achieving field monitoring results due to the delayed start, b) delays in the thematic report on Hydrology ; iii) the establishment of an unforeseen, but highly important and country driven Expert Working Group on Flood Control which needs time to convene and provide meaningful input for the SAP; iv) greater time for SAP development than envisioned in ProDoc, v) taking advantage of the large Annual stakeholder and DCG meeting in November 2020 to showcase its achievements and forward the SAP; and vi) ensuring sufficient time to close the project (2-3 months). Based on the release of funds to date, it is reasonable to assume that there will be sufficient funds to continue until the recommended date.
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- 2 The Outcome 2 Indicator #1 should be reworded to read *““The Shared Vision contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA”, and its associated target should be changed accordingly.*  
  
The Outcome 2 Indicator #2 should be reworded to read *“A Strategic Action Programme (SAP with a 5 year time horizon) consistent with the 2011 Drin Shared Vision MoU and based on TDA findings, is approved by the DCG. It should address main issues of transboundary concern and contain concrete actions at the national and regional levels, as well as environmental quality objectives (horizon of 20 years), relevant indicators, and strategic development lines and priorities”.*
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- 3 The budget associated with Outcome 2 indicator #1 should be reduced to reflect the new level of effort envisioned, and a commensurate amount should be added to indicator #2.
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- 4 The verification for Outcome 4 Indicator 1 should read, *“TORs are developed for EWGs, meetings of the EWGs are held, and related reports include recommendations for the DCG to implement the project and the Drin MoU”.*
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- 5 Outcome 4 indicator 2 should be reworded to *“Inter-ministerial committees are formed and/or there is multi-sectoral input and discussions at the national level with regard to SAP development and responding to guidance from the DCG”.* Output 8 should be expanded to *“The Inter-Ministerial Committees are established and/or functional inter-sectoral dialogue at the national level is conducted.”*
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- 6 It is important that Kosovo move alongside its neighbours in addressing Drin Basin challenges. It is not eligible for vertical funding and efforts by GWP-Med, and both UNDP IRH and Kosovo, should be exercised to leverage bi-lateral funding for inclusion of Kosovo. At the very minimum continuation for Kosovo participation in DCG and SAP implementation should be ensured through their participation as “experts in their respective fields”.
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- 7 Greater emphasis should be placed on the Expert Working Group on Floods, as it provides an entry point for power companies into the SAP development and basin management in general. The EWG should have its TOR expanded, if necessary, to discuss possibilities of how to enhance power generation as well as balance flood control. Seek to change the name to *Flood Control and Power Enhancement*. The EWG on flood control should consider as part of the SAP development:
- A study in looking to examine a cascade approach to facility operations while maximizing flood control and power benefits based on the previous EU Regional Strategy for Sustainable Hydropower in the Western Balkans.<sup>96</sup>
  - Exploring additional storage developed in the White Drini with a primary function of flood control, augmenting power generation at the 500MW dam at Fierzë in Albania, and possibly opportunistic power generation in Kosovo. An example could be taken from the Duncan dam in the Columbia system.
  - A study to look at “ecosystem approach to flood management”, such as the development of constructed flood plains or groundwater recharge zones.
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- 8 Undertake to determine what interests power companies may have in participating in a Drin Basin Management Plan. This would include addressing pollution and debris entering turbines, and increasing the life span of the reservoirs through sedimentation control (re-forestation and protection of riparian zones, upstream storage, road and development planning etc.).
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- 9 In preparing to undertake the focal groups associated with the development of the SAP, care should be taken to not create over-expectations of what can be delivered within the scope of the current project. It should contain a mix of on-the ground measures that can be easily be decided on (such as diversion of the Sateska river from Lake Ohrid), but also for additional planning and data gatherings and analysis. A target should be to have an agreed SAP by June 30, 2020 for submission to GEF as a precursor for applying for GEF 7 funding for SAP implementation.
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- 10 The Information Management System should first be functional to serve the needs of the DCG decision making, and the beneficiary national bodies (as it currently does). Its development into a more sophisticated automated system, as initially envisioned, should be considered for inclusion in SAP implementation.
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- 12 Continue to push for better cooperation with World Bank Albania Water Resources and Irrigation Project.
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- 13 Effort should be placed on finding out the status of complimentary projects to better assess co-financing for the terminal evaluation.
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<sup>96</sup> <https://www.wbif.eu/content/stream//Sites/website/library/WBEC-REG-ENE-01-Final-Report.pdf>

## 6 Annex A – MTR ToR (excluding ToR annexes)

### International Consultant to conduct midterm evaluation for Drini Project - TOR

#### Background

This is the Terms of Reference (ToR) for the UNDP-GEF Midterm Review (MTR) which is to be undertaken in 2018 for the full sized project titled “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (PIMS 4482) and the associated medium-sized project “Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin” (PIMS 5510) executed by the *Global Water Partnership (GWP) Organization*. The project started as per the signed Project Cooperation Agreement with GWP in follow up to the signature of the Project Document signature. This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* (<http://web.undp.org/evaluation/guidance.shtml#gef>).

#### 2. PROJECT BACKGROUND INFORMATION

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

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

The main management challenges in the Drin Basin include:

- Unsustainable use of water and other natural resources
- Hydromorphologic interventions altering the nature of the hydrological system and the supported ecosystems, as well as exacerbating flood incidents
- Untreated or poorly treated wastewater and unsustainable agricultural practices
- Unsustainable solid waste management
- Unsustainable forestry management and deforestation, as well as fishing practices and hunting
- Unsustainable tourism
- Non-integrated policies, management schemes and cooperation efforts at national and transboundary level

Action towards integrated basin management is ongoing by all Riparians sharing the Basin, but there is still a long way to go, as the Riparians are at different stages of transposition and implementation of the EU Water Framework Directive.

In terms of cooperation at the sub-basin levels, there are international agreements among the Riparians forming the basis for water resources and ecosystem management-related cooperation in each of the Basin’s three lakes. However, so far there has been mostly a unilateral perspective in the management of the shared water resources. There is space for improvement in cooperation when it comes to the preparation of River Basin Management Plans.

Overall, there is an absence of an overarching basin-wide policy formulation and decision-making framework grounded on scientific data and knowledge. This has hindered the design of coherent strategies, legislation and regulations, and has prevented the identification of investments which are aligned with the sustainable utilization of the Basin's water resources and their integrated management.

The project goal is to *promote joint management of the shared water resources of the transboundary Drin River Basin, including coordination mechanisms among the various sub-basin joint commissions and committees*. Albania, The Former Yugoslav Republic of Macedonia and Montenegro are the Project beneficiaries.

The same goal is fostered by the GEF supported Medium Size Project "Enabling transboundary cooperation and integrated water resources management in the White Drin and the extended Drin Basin". Kosovo[2] is the beneficiary of that Project.

The duration of the two Projects is four years.

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

The Projects are aligned in content, aims and objectives with the Drin Coordinated Action and the respective Drin Action Plan (2012).

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

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

This includes:

- The **Meeting of the Parties**
- The **Drin Core Group** (DCG). This body is given the mandate to coordinate actions for the implementation of the MoU. There are two ordinary DCG meetings per year. The DCG Secretariat provides technical and administrative support to the DCG.
- Three **Expert Working Groups** (EWG): (i) Water Framework Directive implementation EWG (ii) Monitoring and Information exchange EWG (iii) Biodiversity and Ecosystem EWG.

The DCG has undertaken the role of the Steering Committee of the Project.

The Projects are executed by GWP-Med with the involvement of UNECE. The Project Coordination Unit (PCU) staff are based in Tirana, Podgorica, Ohrid, Pristina, and Athens. The budget is \$4,5 for the full-size project and \$1 M for the medium-sized project.

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

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

[3] Albania, The former Yugoslav Republic of Macedonia, Greece, Kosovo and Montenegro.

## Duties and Responsibilities

### OBJECTIVES OF THE MTR

The MTR will assess progress towards the achievement of the project objectives and outcomes as specified in the Project Document, and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy, its risks to sustainability.

### MTR APPROACH & METHODOLOGY

The MTR must provide evidence based information that is credible, reliable and useful. The MTR team will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP Environmental & Social Safeguard Policy, the Project Document, project reports including Annual Project Review/PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review). The MTR team will review the baseline GEF focal area Tracking Tool submitted to the GEF at CEO endorsement, and the midterm GEF focal area Tracking Tool that must be completed before the MTR field mission begins.

The MTR team is expected to follow a collaborative and participatory approach<sup>[1]</sup> ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), UNDP-GEF Regional Technical Advisers, and other key stakeholders. Engagement of stakeholders is vital to a successful MTR.<sup>[2]</sup> Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to the Water Agency, Albania; Ministry of Environment, Albania; Ministry of Environment & Physical Planning, Former Yugoslav Republic of Macedonia; Ministry of Environment & Energy, Greece; Kosovo<sup>[3]</sup> Environmental Protection Agency, Ministry of Environment & Spatial Planning, Kosovo<sup>[4]</sup>; Ministry of Environment & Spatial Planning Ministry of Sustainable; Development & Tourism, Montenegro Ministry of Agriculture and Rural Development, Montenegro, Municipality of Shkodra, Municipality of Ohrid, Municipality of Rahovec; executing agencies, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct field missions to Tirana, Podgorica, Skopja Pristina as well as to Shkodra and Ohrid. The final MTR report should describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

### DETAILED SCOPE OF THE MTR

The MTR team will assess the following four categories of project progress. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for extended descriptions.

#### i. Project Strategy

Project design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?

- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.
- If there are major areas of concern, recommend areas for improvement.

#### Results Framework/Logframe:

- Undertake a critical analysis of the project's logframe indicators and targets, assess how "SMART" the midterm and end-of-project targets are (Specific, Measurable, Attainable, Relevant, Time-bound), and suggest specific amendments/revisions to the targets and indicators as necessary.
- Are the project's objectives and outcomes or components clear, practical, and feasible within its time frame?
- Examine if progress so far has led to, or could in the future catalyse beneficial development effects (i.e. income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis.
- Ensure broader development and gender aspects of the project are being monitored effectively. Develop and recommend SMART 'development' indicators, including sex-disaggregated indicators and indicators that capture development benefits.

#### ii. Progress Towards Results

##### Progress Towards Outcomes Analysis:

- Review the logframe indicators against progress made towards the end-of-project targets using the Progress Towards Results Matrix and following the *Guidance for Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a "traffic light system" based on the level of progress achieved; assign a rating on progress for each outcome; make recommendations from the areas marked as "Not on target to be achieved" (red).

**Table. Progress Towards Results Matrix (Achievement of outcomes against End-of-project Targets)**

Project Strategy	Indicator <sup>[5]</sup>	Baseline Level <sup>[6]</sup>	Level in 1st PIR (self-reported)	Midterm Target <sup>[7]</sup>	End-of-project Target	Midterm Level & Assessment <sup>[8]</sup>	Achievement Rating <sup>[9]</sup>	Justification
<b>Objective:</b>	Indicator (if applicable):							
<b>Outcome 1:</b>	Indicator 1:							
	Indicator 2:							
<b>Outcome 2:</b>	Indicator 3:							
	Indicator 4:							
	Etc.							
<b>Etc.</b>								

#### Indicator Assessment Key

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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In addition to the progress towards outcomes analysis:

- Compare and analyse the GEF Tracking Tool at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.

- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

### iii. Project Implementation and Adaptive Management

#### Management Arrangements:

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.
- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.

#### Work Planning:

- Review any delays in project start-up and implementation, identify the causes and examine if they have been resolved.
- Are work-planning processes results-based? If not, suggest ways to re-orientate work planning to focus on results?
- Examine the use of the project's results framework/ logframe as a management tool and review any changes made to it since project start.

#### Finance and co-finance:

- Consider the financial management of the project, with specific reference to the cost-effectiveness of interventions.
- Review the changes to fund allocations as a result of budget revisions and assess the appropriateness and relevance of such revisions.
- Does the project have the appropriate financial controls, including reporting and planning, that allow management to make informed decisions regarding the budget and allow for timely flow of funds?
- Informed by the co-financing monitoring table to be filled out, provide commentary on co-financing: is co-financing being used strategically to help the objectives of the project? Is the Project Team meeting with all co-financing partners regularly in order to align financing priorities and annual work plans?

#### Project-level Monitoring and Evaluation Systems:

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?

#### Stakeholder Engagement:

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?



## Reporting:

- Assess how adaptive management changes have been reported by the project management and shared with the Project Board.
- Assess how well the Project Team and partners undertake and fulfil GEF reporting requirements (i.e. how have they addressed poorly-rated PIRs, if applicable?)
- Assess how lessons derived from the adaptive management process have been documented, shared with key partners and internalized by partners.

## Communications:

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)
- For reporting purposes, write one half-page paragraph that summarizes the project's progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.

**iv. Sustainability**

- Validate whether the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module are the most important and whether the risk ratings applied are appropriate and up to date. If not, explain why.
- In addition, assess the following risks to sustainability:

## Financial risks to sustainability:

- What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)?

## Socio-economic risks to sustainability:

- Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow? Is there sufficient public / stakeholder awareness in support of the long-term objectives of the project? Are lessons learned being documented by the Project Team on a continual basis and shared/ transferred to appropriate parties who could learn from the project and potentially replicate and/or scale it in the future?

## Institutional Framework and Governance risks to sustainability:

- Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize sustenance of project benefits? While assessing this parameter, also consider if the required systems/ mechanisms for accountability, transparency, and technical knowledge transfer are in place.

## Environmental risks to sustainability:

- Are there any environmental risks that may jeopardize sustenance of project outcomes?

**Conclusions & Recommendations**



The MTR team will include a section of the report setting out the MTR's evidence-based conclusions, in light of the findings.[10]

Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. See the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for guidance on a recommendation table.

The MTR team should make no more than 15 recommendations total.

[1] For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

[2] For more stakeholder engagement in the M&E process, see the [UNDP Handbook on Planning, Monitoring and Evaluating for Development Results](#), Chapter 3, pg. 93.

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

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

[5] Populate with data from the Logframe and scorecards

[6] Populate with data from the Project Document

[7] If available

[8] Colour code this column only

[9] Use the 6 point Progress Towards Results Rating Scale: HS, S, MS, MU, U, HU

[10] Alternatively, MTR conclusions may be integrated into the body of the report.

#### TIMEFRAME

The total duration of the MTR will be approximately 32 days over a time period of 14 of weeks starting 31 August, and shall not exceed four months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

TIMEFRAME	ACTIVITY
16 August 2018	Application closes
7 September 2018	Select MTR Team
14 September 2018	Prep the MTR Team (handover of Project Documents)
3 days	Document review and preparing MTR Inception Report
5 days	Finalization and Validation of MTR Inception Report- latest start of MTR mission
12 days	MTR mission: stakeholder meetings, interviews, field visits
19 October 2018	Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
10 days	Preparing draft report
2 days	Incorporating audit trail from feedback on draft report/Finalization of MTR report
25 November 2018	Preparation & Issue of Management Response
30 November 2018	Expected date of full MTR completion

Options for site visits should be provided in the Inception Report.

#### MIDTERM REVIEW DELIVERABLES

#	Deliverable	Description	Timing	Responsibilities
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1	<b>MTR Inception Report</b>	MTR team clarifies objectives and methods of Midterm Review	No later than 1 week before the MTR mission: 17 September 2018	MTR team submits to the Commissioning Unit and project management
2	<b>Presentation</b>	Initial Findings	End of MTR mission: 19 October 2018	MTR Team presents to project management and the Commissioning Unit
3	<b>Draft Final Report</b>	Full report (using guidelines on content outlined in Annex B) with annexes	Within 3 weeks of the MTR mission: 12 November 2018	Sent to the Commissioning Unit, reviewed by RTA, Project Coordinating Unit, GEF OFP
4	<b>Final Report*</b>	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final MTR report	Within 1 week of receiving UNDP comments on draft: 19 November 2018	Sent to the Commissioning Unit

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

### MTR ARRANGEMENTS

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Albania office that will work in close cooperation with UNDP Kosovo<sup>[1]</sup> office and will coordinate with GWP-Med.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the four (4) beneficiary countries for the MTR team. The Project Team will be responsible for liaising with the MTR team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

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

### PAYMENT MODALITIES AND SPECIFICATIONS

10% of payment upon approval of the final MTR Inception Report

30% upon submission of the draft MTR report

60% upon finalization of the MTR report

## Competencies

### Corporate and Core Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Communication - Facilitate and encourage open communication and strive for effective communication.
- Planning & Organizing – Develops clear goals in line with agreed strategies, identifies priorities, foresees risks and makes allowances accordingly.
- Organizational Awareness - Demonstrate corporate knowledge and sound judgment.

- Teamwork - Demonstrate ability to work in a multicultural, multi-ethnic environment and to maintain effective working relations with people of different national and cultural backgrounds.
- Accountability – Takes ownership of all responsibilities and delivers outputs in accordance with agreed time, cost and quality standards.

**Functional competencies:**

- Deep understanding of the process of conducting VAW surveys, analysing statistical information and writing reports based on quantitative and qualitative VAW surveys;
- Extensive writing, presentation, communication and facilitation skills
- Analytical mind, solid research experience and capacity to deliver as per deadlines.
- Some understanding of the situation regarding women's rights, children's rights and VAW in Albania
- Sensitivity and ability to work in a multicultural environment
- Demonstrating/safeguarding ethics and integrity
- Demonstrate sound judgment
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively

## Required Skills and Experience

An independent consultant will conduct the MTR . The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities.

The applicant should meet the below qualifications:

- Recent experience with result-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to International Waters;
- Experience working with the GEF or GEF-evaluations;
- Experience working in South East Europe and preferably in the Drin Riparians area (Albania, Greece, Kosovo, Montenegro, the Former Yugoslav Republic of Macedonia);
- Work experience in relevant technical areas of at least 10 years;
- Demonstrated understanding of issues related to gender and International Waters; experience in gender sensitive evaluation and analysis.
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experiences within United Nations system will be considered an asset;
- A Master's degree in Integrated Water Resources Management, Environmental Management or other closely related field.

### Evaluation of Applicants

UNDP applies a fair and transparent selection process that would take into account both the technical qualification of Individual Consultants as well as their financial proposals. The contract will be awarded to the candidate whose offer:

- Is deemed technically responsive / compliant / acceptable (only technically responsive applications / candidates will be considered for the financial evaluation)
- And has obtained the highest combined technical and financial scores.

Technical Criteria - 70% of total evaluation – max points: 70

**Criteria A:** experience in relevant technical areas - max points: 30

**Criteria B:** Master's degree in Integrated Water Resources Management, Environmental Management or other closely related field – max points: 25

**Criteria C:** Previous experience in transboundary project's evaluation – max points: 15

Financial Criteria - 30% of total evaluation – max points: 30

#### APPLICATION PROCESS

- Completed and signed **UN Personal History Form (P11)** for Service Contracts (SC) and Individual Contracts (IC) – Blank form [Download here](#).
- **Letter to UNDP Confirming Interest and Availability** - please fill in the attached form: [http://www.un.org.al/doc/PSU\\_%20Individual%20Contract\\_Letter%20to%20UNDP.doc](http://www.un.org.al/doc/PSU_%20Individual%20Contract_Letter%20to%20UNDP.doc) x
- **Brief description of approach to work/technical proposal** of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- **Financial Proposal** that indicates the all-inclusive fixed total contract price and all other travel related costs (such as flight ticket, per diem, etc), supported by a breakdown of costs, as per template attached to the Letter of Confirmation of Interest template. If an applicant is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

#### How to Submit the Application:

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

- Download and complete the UN Personal History Form (P11) ;
- Merge your UN Personal History Form (P11) , Financial Proposal ,Letter to UNDP Confirming Interest and Availability and brief description of the approach into a single file. The system does not allow for more than one attachment to be uploaded;
- Click on the Job Title (job vacancy announcement);
- Click “Apply Now” button, fill in necessary information on the first page, and then click “Submit Application;”
- Upload your application/single file as indicated above with the merged documents (underlined above);
- You will receive an automatic response to your email confirming receipt of your application by the system.

UNDP is committed to achieving workforce diversity in terms of gender, nationality and culture.

Individuals from minority groups, indigenous groups and persons with disabilities are equally encouraged to apply. All applications will be treated with the strictest confidence.

## 7 Annex B - MTR evaluative matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)

Evaluative Questions	Indicators	Sources	Methodology
Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?			
(include evaluative question(s))	(i.e. relationships established, level of coherence between project design and implementation approach, specific activities conducted, quality of risk mitigation strategies, etc.)	(i.e. project documents, national policies or strategies, websites, project staff, project partners, data collected throughout the MTR mission, etc.)	(i.e. document analysis, data analysis, interviews with project staff, interviews with stakeholders, etc.)
Progress Towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?			
Project Implementation and Adaptive Management: Has the project been implemented efficiently, cost-effectively, and been able to adapt to any changing conditions thus far? To what extent are project-level monitoring and evaluation systems, reporting, and project communications supporting the project's implementation?			
Sustainability: To what extent are there financial, institutional, socio-economic, and/or environmental risks to sustaining long-term project results?			

## 8 Annex C - Example Questionnaire or Interview Guide used for data collection

1. Project Strategy
Was the project strategy for IW:LEARN and/or LME:LEARN well laid out and has it been to date successful in strengthening the IW portfolio delivery and impact?
Do you think it will strengthen the IW portfolio delivery and impact by the end of the project?
1. Progress towards Results:
Were all expected outputs and activities of the project (which you were involved with) delivered as programmed to date, on time and on budget? If not why?
Are the indicators used for “measuring success” SMART? Could they be improved?
Has the development of the information platform (websites) to date met your needs and expectations?
Were the methods used to develop technical documents (synthesis documents, tool kits) sound and effective to date?
Do the technical products have the scientific weight and authority to influence decision makers, national level - international level?
Do you believe that the technical products will be used by decision makers?
What improvements can be made to the delivery of technical products for the remainder of the project?
2. Project completion and sustainability
Are there any risks (financial, social-political, institutional, technical or environmental) which jeopardize achieve the project objectives
To ensure that there is continuity and that the intended impacts of the project are realized what aspects of the remaining project need to be emphasized, what additional measures need to take place, or what needs to change? (for example: greater coordination with partners, improve commitment of agencies etc.)
3 Management and Coordination
Has the PCU applied management and coordination duties?
How has the PCU assisted or hindered your participation in the Project? (for partners, institutions, etc).
Has the management and coordination at the activity level been effective?

Could the PCU and Commissioning Unit do any more to enhance management for the remainder of the project? If so what?	
4.	Financial Management
Have financial controls, including reporting, and planning allowed the project management to make informed decisions regarding the budget and allow for a proper and timely flow of funds for the payment of satisfactory project deliverables?	
Actual project costs (and sub-component costs) compared to budgeted – are they different, if so, how have they differed and why?	
What co-financing has been achieved to date and is the target likely to be achieved by the project end?	
Was budgeting and funding both adequate and timely?	
5.	Institutional Arrangements
What institutional factors are present to help achieve or undermine the project goals? How can these be improved upon?	
6.	Assessment of Monitoring and Evaluation Systems
Has monitoring and evaluation tools been effective (Reporting, SC meetings etc.) both for PCU and at the partner level?	
7.	Adaptability
Has the implementation of the project(s) displayed adaptive management in terms of changing circumstances?	
8.	Stakeholder participation
Has the project achieved its goals with respect to stakeholder participation and engagement with all the relevant partners and projects?	
Were collaboration/interactions between the various project partners and institutions to date been effective and constructive? Have new relationships been developed between partners?	
9.	Recommendations
Are there any recommendations you would have for the rest of the project?	



## 9 Annex D - Ratings Scales

Ratings for Progress Towards Results: (one rating for each outcome and for the objective)		
6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as "good practice".
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	The objective/outcome has failed to achieve its midterm targets, and is not expected to achieve any of its end-of-project targets.

Ratings for Project Implementation & Adaptive Management: (one overall rating)		
6	Highly Satisfactory (HS)	Implementation of all components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as "good practice".
5	Satisfactory (S)	Implementation of most of the components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Implementation of none of the components is leading to efficient and effective project implementation and adaptive management.

Ratings for Sustainability: (one overall rating)		
4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project's closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained

## 10 Annex E - MTR mission itinerary

A field Mission took place in coordination with UNDP-Albania, UNDP-Kosovo, GWP-Med. GWP-Med organised all the meetings of stakeholders and key beneficiaries. This included:

- 11 February – meetings with GWP-Med headquarters in Athens
- 12 February – meetings with GWP-Med local focal point for Albania; UNDP-Kosovo; Albanian Agency of Water Resources Management (DCG-member); and Albanian National Environmental Agency/Ministry of Tourism and Environment
- 13 February – meeting with UNDP-Kosovo (administrative interview)
- 14 February – Meeting with GWP-Med local representative in North Macedonia
- 15 February – meeting with Municipality Ohrid (Macedonia), ELEM HPP Black Drin (North Macedonia), NGO Ecological movement of North Macedonia,
- 16 February – Hydrobiological Institute, Skype call with UNDP- Regional office Istanbul
- 18 February – North Macedonia Ministry of Environment (DCG),
- 19 February – Kosovo – meeting with GWP-Med local focal point; Regional River Basin Authority; Hydro-Meteorological Service (DCG); Kosovo EPA; Municipality of Rahovec (Pilot); UNDP-Kosovo
- 21 February – Montenegro: meeting with GWP-Med; Ministry of Agriculture and Rural Development; Ministry of Sustainable Development & Tourism (old min of env); and Public enterprise: National parks of Montenegro.
- 22- February - Shkodra Municipality.

## 11 Annex F - List of persons interviewed

Name	Position & Contact	Date	Comments
Dimitris Faloutsos	Global Water Partnership-Mediterranean (GWP-Med) Greece <a href="mailto:dimitris@gwpmed.org">dimitris@gwpmed.org</a>	11 Feb	Continual Contact over MTR: Weekly calls and multiple emails. Interview
Elvita Kabashi	UNCP-Albania <a href="mailto:elvita.kabashi@undp.org">elvita.kabashi@undp.org</a>	12 Feb	Continual contact through email and skype calls.
Vladimir Mamaev	GEF Regional Technical Advisor United Nations Development Programme - Europe and the CIS <a href="mailto:vladimir.mamaev@undp.org">vladimir.mamaev@undp.org</a>	16 Feb	Email and skype contact
Xhesi Mane	UNDP-Albania Admin and Finance Officer <a href="mailto:Xhesi.mane@undp.org">Xhesi.mane@undp.org</a>	13 Feb	Review of administrative issues
Shkipe Deda-Gjurgjiali	UNDP-Kosovo <a href="mailto:shkipe.deda-gjurgjiali@undp.org">shkipe.deda-gjurgjiali@undp.org</a>		Continual contact. Interview 19 Feb
Nikos Michopoulos	GWP-Med Admin & Financial Officer <a href="mailto:nikos@gwpmed.org">nikos@gwpmed.org</a>	11-Feb	Responsible for supplying financial statements
Arduen Karagjozi	Director of Excellence Agency of Water Resources Management <a href="mailto:arduen.karagjozi@ambu.gov.al">arduen.karagjozi@ambu.gov.al</a>	12 Feb	Drin Core Group committee.
Vanela Gjec	Director of laboratory Albanian National Environmental Protection Agency Ministry of Tourism and Environment <a href="mailto:vanelagjeci2006@yahoo.com">vanelagjeci2006@yahoo.com</a>	12 Feb	The basic input was with respect to the training received and the ability of the monitoring in Albania.
Ridvan Sokoli	Director of Planning Shkodra Municipality	22 Feb	Primarily involved in the pilot project to develop a modelling program for waste water treatment. Well aware of larger Drin process.
Elizabeta Sarafiloska	Director of Lab Hydrobiological Institute-Ohrid	16 Feb	Oldest monitoring institute in Ohrid. Has new equipment, requires more training to adequately use them.
Slavko Mileski	Councilor for Hydro power ELEM HPP Black Drin <a href="mailto:slavko.milevski@yahoo.com">slavko.milevski@yahoo.com</a>	15 Feb	Power company in charge of operating three dams in the upper Black Drin and lake Ohrid outlet
Gjoko Zoroski	Vice President NGO Ecological movement of Macedonia	15 Feb	NGO involved in organising Drin Days for the Macedonian section. Raising public Awareness.

Name	Position & Contact	Date	Comments
Vera Raunik	Councillor for the Environment Municipality of Ohrid vera.raunik@ohrid.gov.mk	15 Feb	Has been involved in the promoting Ohrid Lake Management plan
Antonio Gavrilovski	Chief Officer Municipality of Ohrid	15 Feb	Acting interim Mayor. Has been involved in UNESCO site work.
Ylber Mitra	Head of Water sector Ministry of Environment (DCG) ymirta@gmail.com	18 Feb	Primary agency in Macedonia responsible for water resource management. (DCG)
Gani Berisha	Director Regional River Basin Authority zoroski@gmail.com	19 Feb	
Letafete Latifi	Hydro-Meteorological Service	19 Feb	Primary national Monitoring agency in Kosovo. (DCG)
Afrim Berisha	Head of Department Kosovo EPA afrim.berisha@rks-gov.net	19 Feb	
Perparim Krasniqi	Director Municipality of Ravoch perparim.krasniqi@rks-gov.net	19 Feb	Primarily involved in constructed wetland treatment for municipal waste water
Momcilo Blagojevic	General Director in Directorate for water management Ministry of Agriculture and Rural Development	21 Feb	Also involved in the Sava Commission.
Ivana Stojanovic	Senior adviser Division for Mediterranean affairs Ministry of Sustainable Development & Tourism	21 Feb	Involved in DCG since 2017.
Aleksandar Mijovic	Head of the department for nature and cultural protection and sustainable development Public enterprise: National parks of Montenegro	21 Feb	
Mihaela Popovici	Team Leader – SIDA (Kosovo) Mob.: +383-(0)45-89 45 37	19 Feb	Team lead for the SIDA project to develop a basin management plan for White Drin. Also email communication
Erjola Keci	GWP-Med Country Officer-Albania	12-14	
Riza Hajdari	GWP-Med Country Officer - Kosovo	14-18	
Novak Cadjenovic	GWP-Med Country Officer- North Macedonia	19-20	
Dejan Panovski	GWP-Med Country Officer- Montenegro	21-22	



## 12 Annex G - List of documents and websites reviewed

Drin MOU (2011) Drin Shared Vision: Memorandum of Understanding for the Management of the Extended Transboundary Drin Basin, signed at Tirana, Albania, 12 November 2011.

DrinCorda (2018) Terms of Reference: technical support for the preparation of the Drin Strategic Action Plan, November, 2018.

DRIN Corda (2015) Stakeholder Analysis and Stakeholder Mapping. (Supplied by GWP)

Kfw (2013) "German Financial Cooperation: Support for the management of the extended Drin River Basin" Presentation delivered at Drin Basin Multi-stakeholder conference, Tirana, 10 December 2013.

GEF (2014) - CEO Endorsement Letter for "Extended Drin", available at [https://www.thegef.org/sites/default/files/project\\_documents/10-17-14\\_-\\_CEO\\_Ltr\\_to\\_Council.pdf](https://www.thegef.org/sites/default/files/project_documents/10-17-14_-_CEO_Ltr_to_Council.pdf)

GWP-Med (2015) 1<sup>st</sup> Steering Committee Meeting (10<sup>th</sup> Drin Core Group Report), Tirana, 17 December 2015.

GWP-Med (2016) Ad Hoc Steering Committee Meeting, Podgorica, 30 March, 2016.

GWP-Med (2016) 3<sup>rd</sup> Meeting of the Steering Committee of the GEF Drin Project (12<sup>th</sup> Meeting of the Drin Core Group), Pristina, 15 December 2016.

GWP-Med (2015) Annual Report 2015, "GEF Project "Enabling Transboundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin"

GWP-Med (2016) Annual Report 2016, "GEF Project "Enabling Transboundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin"

GWP-Med (2017) 4<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (13<sup>th</sup> Meeting of the Drin Core Group), Ohrid, 27 May 2017

GWP-Med (2017) Gender Mainstreaming Strategy, Enabling Transboundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin, 10 March 2017.

GWP-Med(2017) 5<sup>th</sup> Meeting of the Steering Committee of the GEF Drin Project (14<sup>th</sup> Meeting of the Drin Core Group), Podgorica, 22, 23 November 2017.

GWP-Med (2017) Annual Report 2017, "GEF Project "Enabling Transboundary Cooperation and Integrated Water Resources Management in the Extended Drin River Basin"

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Website	Comments
<a href="http://www.drincorda.org">www.drincorda.org</a>	Fully functional website with documents and links. Has a list of all the meetings, trainings, well presented, etc. Last updated 08 December 2018.
IWlearn.net and <a href="https://iwlearn.net/iw-projects/4483">https://iwlearn.net/iw-projects/4483</a>	Can access the Drin project at IWLEARN website, visualisation tools are mostly there. Notes: The total project cost is <b>wrong</b> - it is USD 22,000,000. The end date is <b>wrong</b> : 30 Dec 2016 The link to <a href="http://drincorda.org">http://drincorda.org</a> does not work. Does not include White Drin – or link to White Drin The only document available is the Drin PIF
Iwlearn.net at	Limited information:



<a href="https://iwlearn.net/iw-projects/9121">https://iwlearn.net/iw-projects/9121</a>	<p>Start date is 26 May 2015 (before the Drin Project)</p> <p>No end date</p> <p>No river basin shown, only country</p> <p>No link provided to Extended Drin.</p> <p>The only document available is the Request for CEO Approval</p>
<a href="http://drincorda.iwlearn.org">drincorda.iwlearn.org</a>	<p>A web search of for DRINCORDA shows several links to <a href="http://drincorda.iwlearn.org">drincorda.iwlearn.org</a> – however, the site does not function. The link has not been transferred and updated.</p>
<a href="http://archive.iwlearn.net/drincorda.iwlearn.org/index.html">http://archive.iwlearn.net/drincorda.iwlearn.org/index.html</a>	<p>There is an archived website on IW:LEARN – Not accessible from the current site. Which has all relevant information. However, there have been updates since January 2017.</p> <p>The search engine does not work and there is limited access to key documents like the 2011 MOU</p>
<a href="http://www.thegef.org">www.thegef.org</a>	
Youtube:	<p>Various You tube links explaining the project , including Mr. Vangelis Constantianos, Executive Secretary of GWP-Med.</p> <p>These are old from Dec 2015, and from the same conference.</p>
<p>Drincorda Facebook page:</p> <p><a href="https://www.facebook.com/Drin.Basin.Corda/">https://www.facebook.com/Drin.Basin.Corda/</a></p>	<p>The facebook page is operating</p> <p>The link to <a href="http://www.drincorda.org">www.drincorda.org</a> does not work.</p> <p>Good updates – last posting is regarding the 6<sup>th</sup> Annual Stakeholder Conference. However, links to conference materials is not working.</p>
<p>Twitter account</p> <p><a href="https://twitter.com/drin_corda">https://twitter.com/drin_corda</a></p>	<p>Page exists – the last post was about the 5<sup>th</sup> Annual Stakeholder Conference in November 2017.</p>
<a href="https://www.youtube.com/watch?v=mMGm3sHHd7U">https://www.youtube.com/watch?v=mMGm3sHHd7U</a>	
<a href="https://www.giz.de/en/worldwide/29000.html">https://www.giz.de/en/worldwide/29000.html</a>	<p>Climate Change Adaptation in Transboundary Flood Risk Management in the Western Balkans</p>
<a href="https://www.giz.de/en/worldwide/22225.html">https://www.giz.de/en/worldwide/22225.html</a>	<p>Improving flood protection and drainage in med-sized towns</p>

## 13 Annex H - Signed UNEG Code of Conduct form

### UNEG Code of Conduct for Evaluators/Midterm Review Consultants<sup>1</sup>

#### Evaluators/Consultants:

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

#### MTR Consultant Agreement Form

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

Name of Consultant: Glen Hearn

Name of Consultancy Organization (where relevant): Eco-Logical-Resolutions

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

Signed at Vancouver, Canada (Place) on 6 April 2018 (Date)

Signature: 



<sup>1</sup> [www.undp.org/unegcodeofconduct](http://www.undp.org/unegcodeofconduct)

## 14 Annex I – Strategic Results Framework

STRATEGIC RESULTS FRAMEWORK	
<b>Objective</b>	To foster the joint management of the shared water resources of the extended transboundary Drin River Basin, including coordination mechanisms among the various sub-basin commissions and committees (Lakes Prespa, Ohrid and Skadar).
	<b>Objectively Verifiable Indicators</b>

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

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
	2. Information management system containing data gathered through the TDA is established.	<p>multi-lateral agreements concerning lake sub-basins are in place (Ohrid, Prespa, Skadar), but coordination, recognition of transboundary issues at Drin basin level and overall IWRM approach are lacking.</p> <p>Information and data related to the management of Drin Basin are dispersed among countries and institutions.</p>	Establishment of an Information Management System (IMS) that will enable the DCG, and country users to collect, store, and share data and information in a consistent way.	<p>websites.</p> <p>Information Management System (IMS)</p>	countries and international organizations assisting Drin countries in preparing the RBMs agree to actively contribute to the TDA process.
<b>Outcome 2.</b> Visioning process opens the way for systematic cooperation in the management of the	<b>1.</b> The Shared Vision contained in the Drin MoU - updated in consistency with the findings of the TDA, and containing indication of	Countries adopting fragmented approach to water resources utilization and environmental protection with little consideration of transboundary	Agreement on updated Shared Vision formalized by countries.	<p>Final Shared Vision Document.</p> <p>Meeting minutes and record of approval by Drin Core Group.</p>	Informed consensus strengthened by joint scientific fact-finding (TDA) facilitates agreement on feasible environmental quality objectives (EQOs).

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
transboundary Drin River Basin	<p>environmental quality objectives (horizon 20 years), relevant indicators, and strategic development lines and priorities - is agreed upon by the countries.</p> <p><b>2. A Strategic Action Program (SAP with horizon 5 years) consistent with the updated Shared Vision and the Drin MoU, addressing main issues of transboundary concern and containing concrete actions at the national and regional levels, is</b></p>	<p>implications and freshwater ecosystems sustainability.</p> <p>A Shared Vision for the management of the Drin Basin has been developed through a multi-stakeholders process and adopted by the Drin Riparians as part of the Drin MoU. Nevertheless, this Shared Vision needs to be developed further to include environmental quality objectives and relevant indicators.</p> <p>Lack of an overarching basin-wide science based framework for the implementation of the medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to</p>	<p>SAP formulated and endorsed by the Drin Core Group and adopted by the Meeting of the Parties to the Drin MoU (Ministerial</p>	<p>Strategic Action Program document endorsed by the DCG.</p>	<p>Identified indicators will be feasible given the technology available in the countries.</p> <p>The TDA – Vision process facilitates Government level agreement on and commitment to undertake needed reforms and investment.</p>

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
	formulated.	the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.	Meeting – see Outcome 4.3).		
<b>Outcome 3.</b> Countries and donors commit to sustain joint cooperation mechanisms and to undertake priority reforms and investments	<b>1. Partnership Conference</b> , aimed at raising awareness and interest of the international community and ODA providers on sustaining countries commitment to SAP implementation.	Donor interest in the region, technical assistance and investments do not respond to a strategic vision to address transboundary issues in the Drin Basin and sub-basins in an integrated manner.	Partnership Conference held.	Partnership Declaration issued at the end of the Conference	Strategic vision reflected in concrete actions in the SAP will attract sustained interest from donors and ODA providers in facilitating SAP implementation.
<b>Outcome 4.</b> The operationalization and strengthening of the institutional and legal frameworks for transboundary cooperation will facilitate balancing of water uses and sustaining environmental quality throughout the extended Drin Basin	<b>1. The three Drin Core Group (DCG) Expert Working Groups (EWG) become fully operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and act as a Joint Commission.</b>  <b>2. Inter-ministerial Committees (or equivalent bodies) are</b>	The institutional structure for the implementation of the Drin MoU comprise of: <ul style="list-style-type: none"><li>- Meeting of the Parties (MOP; Parties are represented by Ministers). The MOP takes place on an annual basis.</li><li>- Drin Core Group, established as a result of the Drin Dialogue Project (UNDP/UNECE/GWP-</li></ul>	The DCG Expert Working Groups become operational in assisting the DCG to assume the full range of responsibilities stemming from the Drin MoU.  The Inter-ministerial	Work Plans for each EWG are prepared and approved by DCG; Meetings of the EWGs and related reports regarding the implementation of the Work Plans; decisions of the DCG endorsing the outputs of the EWGs and decisions by the Meeting of the Parties adopting the outputs.	Momentum gained through the Drin Dialogue is sustained by the present project and ensures political commitment to multi-country cooperation for the management of the Extended Drin Basin.

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
	<p>established in each project country tasked with the coordination of country response to guidance of the DCG.</p> <p><b>3.</b> A Strategic Action Program (SAP with horizon 5 years) is adopted by the countries.</p> <p><b>4.</b> DCG members, DCG working group members, water and land managers, policy makers and other practitioners are trained in surface/groundwater management, IWRM, implementation of international policy instruments (WFD, UNECE Water Convention), and other relevant disciplines and technologies.</p>	<p>Med). Its success has fostered the formulation and approval of the present project.</p> <ul style="list-style-type: none"> <li>- Three Expert Working Groups (1. Implementation of Water Framework Directive; 2. Monitoring and Information Exchange; 3. Biodiversity and Ecosystems). The EWGs have been established but are not yet operational hence can't provide the necessary assistance to the DCG for the latter to assume the full range of responsibilities stemming from the Drin MoU.</li> </ul> <p>Lack of an overarching basin-wide science based framework for the implementation of the</p>	<p>Committees established.</p> <p>SAP adopted by the Meeting of the Parties to the Drin MoU (Ministerial Meeting).</p> <p>Full and successful participation of all DCG members and expert groups, and of qualified representatives of land-water managers and practitioners in training activities.</p>	<p>Inter-ministerial bodies are formed and meet.</p> <p>Strategic Action Program document agreed upon by all project countries at ministerial level.</p> <p>Records of completed training programs and lists of attendees.</p>	<p>The TDA – Vision process facilitates Government level agreement on and commitment to undertake needed reforms and investment.</p>



Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
		medium and long term priority actions in view of achieving the overall aims and objectives of the Drin MoU, and of the updated Vision hinders the formulation of coherent policies, legislative reforms and identification of investments targeted to the sustainable utilization of the Basin's water resources and dependent ecosystems, and their integrated management.			
<b>Outcome 5.</b> Benefits demonstrated on the ground by environmentally sound approaches and technologies new to the region	<b>1.</b> Program of Pilot Demonstrations, responding to the Drin MoU approved by countries during inception period is implemented resulting in:  - Management Plan for Ohrid Lake is prepared;	<i>Regional experience so far does not include testing of IWRM in a large basin, coping measures for climate variability and change, nutrient management, amongst others.</i>  <i>A Basin Management Plan is not in place in Lake Ohrid; the preparation, in accordance to the WFD, of a basin management plan for a shared water</i>	Program fully implemented by the end of the project.  <i>The Ohrid Basin Management Plan is prepared and the WFD approach for the preparation of a management plan in a Drin's</i>	Final reports of all pilot demonstrations.  PIRs, Mid-term and Final Evaluations.  Project Website.  <i>Ohrid Basin Management Plan.</i>	Countries and local stakeholders and authorities will support full development of the Program.  <i>Competent institutions, including scientific, in Albania and FYR Macedonia participate in the preparation of the plan. GIZ provide data and information produced through related activities it supports.</i>

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
	<p><i>- Integrated modelling tool is developed assisting in appropriate quality for treated effluents and appropriate wastewater management solution for Shkodra city in Albania to be determined.</i></p> <p><i>- Facility, equipment and scheme for production of fuel-briquettes from Skadar Lake macrophytes biomass are tested as means for the reduction of nutrient load in Shkoder/Skadar lake.</i></p>	<p><i>body is not tested in the Drin Basin.</i></p> <p><i>Shkodra city is a pollution hotspot affecting areas of paramount ecological importance.</i></p> <p><i>Nutrients enter the Shkoder/Skadar lake through its tributary, Moraca. De-forestation takes places in the Montenegrin part and</i></p>	<p><i>transboundary sub-basin is tested.</i></p> <p><i>Scientific sound solutions to address unsustainable wastewater management are identified; the tool used in this regard can be used in other ecologically sensitive areas facing similar pollution issues.</i></p> <p><i>A solution for the removal of nutrients loads from the lake and the reduction of pressure on forests is tested.</i></p>	<p><i>Report describing methodology and outcomes; modelling tool.</i></p> <p><i>Facility, equipment and scheme for production of fuel-briquettes from Skadar Lake macrophytes.</i></p>	<p><i>Shkodra municipality collaborates and facilitates the implementation of the pilot activity including through the provision of necessary information and data.</i></p> <p><i>Competent Montenegrin institutions meaningfully cooperate with the project for the implementation of the activity.</i></p>

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
	<p><i>[- Ad hoc Flood Expert Working Group is established and flood prone areas in the Drin catchment are identified and mapped in line with the EU Floods Directive.]</i></p> <p><i>A joint monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro is developed and tested.</i></p>	<p><i>collected wood is used for heating purposes.</i></p> <p><i>[Floods have been having detrimental effects across the Drin Basin. The issue can't be dealt with effectively with unilateral action. Related instruments/approaches and cooperation among Drin Riparians is necessary but absent.]</i></p> <p><i>Monitoring systems in Drin Riparians are not harmonized undermining cooperation for the management of the transboundary Drin's sub-basins.</i></p>	<p><i>[Facilitate cooperation among Drin Riparians for the management of flood risk implementing approaches new to the area.]</i></p> <p><i>A transboundary monitoring network is tested, capacitating Drin Riparians to replicate this in the rest of the Drin's sub-basins.</i></p>	<p><i>[Reports of meetings of Expert Working Group; Report regarding and Map(s) of Flood Prone areas.]</i></p>	<p><i>[Countries agree in the establishment of an expert working Group under the Drin Core Group, agree on the ToR for and the preparation of all components of flood prone areas identification and mapping in the Drin catchment as well as in the preparation of emergency operation rules for dams. The different institutions related to flood management and the Power Companies in the Drin Riparians meaningfully participate in the work, consultations and negotiations and provide necessary data and information. ]</i></p> <p><i>The Albanian and Montenegrin authorities and institutions that are responsible for surface and groundwater monitoring are meaningfully involved and cooperate for the implementation of the activity.</i></p>

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
				<i>Transboundary monitoring network and results of testing report including related maps.</i>	
<b>Outcome 6.</b> Public support and participation to IWRM and joint multi-country management enhanced through stakeholder involvement and gender mainstreaming	<b>1.</b> Stakeholder Involvement and Gender Mainstreaming Strategy is defined and adopted by Drin Core Group.	Level of public participation in decision-making is unclear in all countries, with efforts being made to introduce/implement legislation leading to increased stakeholder involvement and public participation. Gender issues not yet considered.	Drin Core Group approval of Stakeholder Involvement and Gender Mainstreaming Strategies.	Two Documents containing the Strategies and evidence of adoption by DCG.  Reports reflecting participatory approach and gender equity in project's events and processes.	Countries and DCG members committed to embrace more participatory approaches in basin management.
<b>Outcome 7.</b> Political awareness at all levels and private sector participation strengthened through higher visibility of the project's developments and targeted outreach initiatives	<b>1.</b> Information, Communication and Outreach Strategy is prepared and implemented.	Public awareness of natural resource sustainability issues and of water governance and management is generally scarce.	Communication activities support the preparation and adoption of the TDA and the SAP.  All the project's main events, findings and achievements recorded and disseminated through media events and ICT.  Project's active participation to	Website documents outreach activities.  Communication activities (tailored made communication to targeted stakeholders including emails, publications etc.)  Project results and achievements presented at major international fora (WWF, IWC, WWW, etc.), project website established in accordance to IWLEARN standards, experience notes produced, participation of project	N/A

Outcomes	Indicator (Process)	Baseline	Target	Sources of verification	Assumptions
			IW LEARN activities and events using at least 1% of GEF grant.	representatives in IW biannual conferences.	

## 15 Annex J Detailed Progress to Results Table

Table begins on next page.

Comp	Outcome	Output Indicator targets	Comments-achievement to date
1 Consolidation of a common knowledge base	1. Consensus on key issues of transboundary concern	1. Transboundary Diagnostic Analysis complete and	TDA was developed with good stakeholder involvement (through both interviews (133 people) and focal group meetings (205 people). Report to include: Pollution (completed incl 2 monitoring expeditions); Institutional and legal setting (completed); Biodiversity and ecosystem (completed); socioeconomics (completed); hydrology (completed – undergoing editing); and Water-food-energy Nexus (completed prepared by UNECE with the assistance of four (4) National Experts). Draft synthesis report is ready. The final is to be in place and be approved in May 2019. Monitoring campaigns in 2016 & 2017 including first ever sampling expedition and analysis of surface and underground water samples to cover the whole Drin Basin New marine monitoring stations in Albania and Montenegro. The Drin Water Budget including flows and discharges in each one of the water bodies of the Drin Basin has been generated. 1 <sup>st</sup> time at regional level. Delineation of water bodies under the classifications of the EU WFD. Database (georeferenced) with all available information (10-years monitoring data from countries; newly generated data through the project); next step is to be fully accessible by the countries.
		2. Agreement on main drivers of change, and on indicators of current conditions, documented and agreed by the Drin Core Group.	Causal Chain Analysis approved at 16 <sup>th</sup> DCG/7 <sup>th</sup> SC meeting (Nov 2018) and vetted during an national expert workshop in 4-5 December 2018. The outcomes will serve also as a basis for discussion during the validation multi-stakeholders focus group meetings in March 2019.
		3. Monitoring and Information Management System (IMS) containing data through TDA is established.	The fully IMS is not yet operational. However, an upgraded GIS portal providing georeferenced information and data and all information available within the TDA has been established. EWG advised and DCG approved that The GIS Portal can currently address the needs of the basin states as it only lacks in being automated, not in data content. There is a goal to link visualization tools to IW:LEARN website. DCG decided on what parameters can be exchanged.
2 Foundation for multi country cooperation	2. Visioning process for cooperation	4. Shared Vision is <i>contained in the 2011 Drin MoU is confirmed to be consistent with the findings of the TDA</i>	Not completed. This could be undertaken at the next DCG meeting when the TDA is approved.
		5. Strategic Action Program (SAP) with a 5 years' time horizon and consistent with the Shared Vision	Secretariat/PCU has initiated discussions and meetings with DCG members for the preparation of the SAP and with facilitated meetings of national experts. A consultant has been hired to advance the SAP. Flood related activities should be part of the SAP.



Comp	Outcome	Output Indicator targets	Comments-achievement to date
		formulated. ( <i>EQ Objectives with horizon of 20 years, relevant indicators, etc</i>	A technical meeting with the experts that participated in the development of the TDA Thematic Reports led to a first list of interventions; the latter became the basis for a first draft SAP, the content of which will be discussed in 6 national stakeholders consultation meetings in March 2019. - Preliminary work done on Environmental Quality Indicators (EQI). Still need to develop EQ Objectives and agreed vision.
	3. Countries and donors commit to joint cooperation mechanisms	6. Partnership Conference.	Not completed as it proposed for the final year of project. To be done once the SAP has been adopted It is expected that a Partnership Declaration will capture the outcomes of the Conference.
3. Institutional Strengthening	4. Operationalization and strengthening of legal frameworks	7. High Level Joint Commission for the extended Drin Basin – the DCG becomes fully operational, with Expert Working Groups functioning.	Good progress has been made. The DCG and steering committee of GEF Drin Project has convened. -17 Dec 2015 to 7 Dec 2018 the DCG meet 8 times (7 ordinary and one ad-hoc meetings) By Q4 2018, The Drin Core Group (DCG) and the Expert Working Groups (EWG) are operational making it possible for the DCG to assume the full range of responsibilities stemming from the Drin MoU and make decisions on project direction. The EWGs have been established in <ul style="list-style-type: none"> <li>• Water Framework Directive implementation EWG. (has met 6 times)-</li> <li>• Monitoring and Information exchange EWG. (has met 7 times)- decided on parameters to exchange for IMS</li> <li>• Biodiversity and Ecosystem EWG. (has met 6 times)</li> <li>• Floods EWG was established at the 15th DCG / 6th SC meeting (Tirana, 7 June 2018). (has not yet met – countries need to appoint members.</li> </ul> To date the EWGs been involved in supplying information, and review of thematic reports; development of recommendations where appropriate. They will be increasingly important as sources of recommendations during SAP development. The Lake Ohrid Watershed Committee that was established through an international agreement ratified by the two countries in 2005 was agreed to be re-initiated on 15 May 2018 during the Inception workshop for the development of the Lake Ohrid Management Plan.
		8. Inter-ministerial Committees established and functioning.	IMC not formed yet in Albania due to government re-shuffling. Work is needed to continue to support this process. – There is a Permanent Inter-ministerial committee on transboundary waters, but they have not met for years. Head is deputy min for Agriculture and Rural Development, and Water administration. IMC not formed in North Macedonia - establishment of an IMC will be discussed in the next meeting of the Inter-Ministerial Council for Sustainable Development. Montenegro: The National Council for Sustainable Development acts as the IMC. The Council meets two times per year. However, no meeting was organized in 2018

Comp	Outcome	Output Indicator targets	Comments-achievement to date
			Kosovo: The 2 <sup>nd</sup> Kosovo IMC meeting was organized on 25 <sup>th</sup> April 2018 in Pristina with support of GWP-Med. The Water Council is responsible for water management at the level of ministers; the IMS has the same synthesis as the Water Council only, at the director level.
		9. SAP adopted at the Ministerial level by the Meeting of the Parties to the Drin MoU.	First – Zero Draft SAP developed in February 2019. While a ministerial meeting was planned for 2018 to discuss 2011 MoU advances, the political situation in the North Macedonia and the elections in Albania in 2018 did not form a favourable environment for the organization of a Ministerial meeting. It is proposed for 2019.
		10. Training program	Annual programs are agreed to by DCG and included: The following list is based on suggested training from the Pro Doc and provide guidance for training: 1. Project management: A group of 41 stakeholders, 18 women and 23 men, were trained, hence the institutions and organizations they work in were empowered, to mainstream gender issues in the management of the Drin Basin; Study visit of SAVA; New Study visit – possibly in the Mekong in September 2019. 2. International obligations regarding transboundary water resources management including impact assessment; ( <i>how to prepare bankable projects for financing climate change adaptation</i> Tirana, on 26-27 November 2018) 3. Land use management (none conducted to date); 4. Integrated Water Resources Management / WFD implementation (Gender and stakeholder engagement training Skopje on 13-14 June 2017 -18 women 23 men) The training provided support to the participants to be able to conduct gender analysis in their own organisations and identify solutions and needs at both project and organisational level of relevance for the "Drin Coordinated Action Process 5. Environmental permitting and management at the local level; 6. Floods and droughts management; 7. Nature and ecosystems protection; (training on biological monitoring on summer monitoring campaign 2017 – 15 participants); Eighteen (18) members of staff of institutions (12 women and 6 men) from the beneficiary Drin Riparians that are responsible for monitoring, were trained on biological monitoring, including sampling, species identification, indices' (for the characterization of a water body in accordance to the EU WFD) calculation and interpretation. 8. Pollution control; (Training on priority substances sampling and analysis – sampling June 2017 and analysis training 4-7 Dec Athens – 12 people from regional institutions) (trainings <i>analysis of water samples</i> Tirana (27-29 June 2018) & Pristina (11-13 July 2018) – 18 members; Twelve (12) members of staff of institutions from the beneficiary Drin Riparians that are responsible for monitoring, were trained on priority substances (in accordance to the EU WFD) sampling and analysis. 9. Economic valuation of issues and solutions for basin management: - Ad hoc: participation in Meeting of Parties to UNECE Water courses and Lakes Convention (15-17 Nov 2015- 2 DCG member); 2018 (3 DCG members)

Comp	Outcome	Output Indicator targets	Comments-achievement to date
			<p>Participation at 9<sup>th</sup> GEF International Water Conference – IWC9 that took place in Marrakesh, 5-8 November 2018 (4 DCG members)</p> <p>“Training on how to prepare bankable projects for financing climate change adaptation in transboundary basins” organized in Dakar, Senegal, on 21-23 June 2017 – 3 DCG</p> <p>The water directors of three of Drin Riparians were trained on preparation of bankable projects for financing climate change adaptation in transboundary basins.</p> <p>Additional training included: New capacity developed for using the GIS portal + 4 more to take place.</p> <p>ELEM and KESH participated in the workshop “Water allocation in transboundary basins: a global workshop on the status and good practices” that took place in Geneva, 16-17 October 2017</p>

Comp 4 Demonstration of technologies and practices for IWRM	<p>5. Benefits demonstrated on the ground</p> <p>(i) Integrated River Basin Management Planning in Lake Ohrid</p> <p>(ii) Wastewater treatment for Shkodra</p> <p>(iii) Reduction of nutrient load Skadar Lake</p> <p>(iv) Catchment Flood Risk Management in the Drin Basin.</p> <p>(v) Planning of the joint monitoring network in Zeta Plain, Skadar/Shkoder and Buna/Bojana sub-basins)</p> <p>(vi) benefits on the ground demonstrated by environmentally sound approaches and technologies new to the White Drin.</p>	<p>11. On the ground pilot demonstrations</p> <p>(i) ToR for the preparation of Basin Management Plan at transboundary level. Ohrid Basin Management Plan.</p> <p>(ii) Integrated modelling tool for waste treatment from Shkodra City Report on 1- determination of treatment needs and 2- appropriate technical solution</p> <p>(iii) Study for fuel briquettes Facility, equipment and operation Monitoring and outcomes Report on outcomes.</p> <p>(iv) Ad Hoc Flood Expert Working Group under the Drin Core Group, Components of a Catchment Flood Risk Management Plan, Emergency operation rules for the dams.</p> <p>(v) A joint monitoring network in Skadar/Shkoder and Buna/Bojana sub-basins in Albania and Montenegro is developed and tested</p> <p>(vi) Waste Water treatment wetlands is constructed.</p>	<p>In 13 November 2015 clean up campaign by the local NGO "The Environmental Protection" (Mbrojtja e Mjedisit-Kukes) in cooperation with the Kukes Municipality, the Kukes Regional Administration of Protected Areas and GWP-Med.</p> <p>(i) Process for the re-Establishment of Lake Ohrid Commission (catalytic); The Lake Ohrid Management Plan (LOMP) is being developed in line with WFD, supported by the mayors, but requires input from the monitoring of the Lake, which has experienced delays due to permitting. Surveys are:</p> <ul style="list-style-type: none"> <li>- Winter on physicochemical parameters (took place in the week 25 February, 2019)</li> <li>- Spring 2019 on physicochemical and biological parameters (planning started)</li> <li>- Summer 2019 on physicochemical and biological parameters (planned)</li> </ul> <p>(look into tourism, water releases, valuation of ecosystem services. Economic valuation of water etc.). Two greek institutes, as well as local experts from the Hydrobiological Institute (North Macedonia) and NEA (Albania) are involved.</p> <p>(ii) The Modelling Tool (MT) is developed and presented at the Nov 2018 Conference in Ohrid.; draft Wastewater Management Decision Support Tool (WEMDST) were presented and waste water treatment scenarios were discussed; A draft report regarding recommendations on wastewater management in the city of Shkodra was prepared by the consultant and submitted on 21 December 2018, full analysis of the basin.</p> <p>(iii) Planning for the activity is well underway. Ministry of Sustainable Development and tourism is looking at legal issues and permitting for construction of warehouse and facilities. Possible temporary building. Spatial plan of Special purpose for the National Park not adopted in Oct 2018, so need to wait for more. The PCU has initiated procurement procedures to purchase equipment needed for the second phase of the demonstration project; it is a little behind.</p> <p>(iv) EWG on Floods is established with a TOR (November 2018); some initial field visits conducted; A concept note and TOR for a pilot project on floods is under consideration of the DCG; up to USD \$10M funds for full scale activities is being sought from Adaptation Fund, where the DCG is SC for this <a href="#">spin off</a>- project. This is being done in conjunction with GIZ activities.</p> <p>v) A contract has been established between UNESCO and GWP-Med in February 2018; TOR for consultants awaiting comments from Albania and Montenegro. 2016- get rid of fish market, and look for monitoring questions. UNESCO can pay for monitoring equipment and data gathering.</p> <p>(vi) Waste Management in Kosovo (Managed by UNDP Kosovo) On 19 November 2018, the inauguration ceremony was organized. High representatives of the UNDP, MESF, Municipality of Rahovec, as well as of the local community and other relevant stakeholders participated in the ceremony.</p>
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Comp	Outcome	Output Indicator targets	Comments-achievement to date
5 Stakeholder involvement & Gender mainstreaming, Comm	6. Public support and participation in IWRM and joint multi-country management.	12. A Stakeholder Involvement and Gender Mainstreaming Strategy defined and implemented	Stakeholder analysis, and engagement in TDA Meetings and engagements all have gender separated data. Stakeholder strategy developed: 120 Stakeholders, 51 women and 69 men, participating in the 5 <sup>th</sup> Stakeholders Conference (2017) 131 Stakeholders, 58 women and 71 men, participating in the 6 <sup>th</sup> Stakeholders Conference (2018) The Project is implementing the Stakeholder Strategy. Gender strategy developed and implemented; The GWP-Med's Gender Focal Point is the stakeholder engagement officer; DCG balanced in terms of gender
	7. Political and public Awareness	13. Information, Communication and Outreach Strategy prepared and implemented	The Drincorda website is fully operational and easily accessible from IW:LEARN Drinacodra facebook page operational –  Celebration of Drin Day Project and Drin CORDA brochure and information notes (electronic versions or printed) 1.1 Promoting the Drin CORDA and the project in regional and international fora. Meeting of the UNECE Water Convention on the Water-Food-Energy-Ecosystems Nexus Task Force, 18 October 2017, Geneva 2nd High-Level Panel of Environment and Climate Action in the Western Balkans, 17th November 2017, Bonn Germany  - Representatives of all beneficiary Drin Riparians and of the PCU represented the Project in the GEF IWLEARN Conference that took place in Marrakesh, 5-8 November 2018. - Representatives of all beneficiary Drin Riparians -apart from Montenegro- and of the PCU participated in the UNECE Meeting of the Parties (Astana, 10-12 October 2018).

## 16 Annex K – Draft Changes Tracking

Author	#	Location	Comment/Feedback on the Inception Report	Evaluator response/actions taken
Elvita Kabashi (EK)	1	Page 2	The DOA is the document that triggers the initiation of the signing of the prodoc w the expected timelines the reference should be that doc	Start date changed to date of GEF signature 06 August 2015 – as shown on UNDP, GEF sites. Activity Start Date is 16 December 2015 as inception workshop. This is now consistent throughout the document.
EK	2	Page 3	Elaborate on the justification for a no cost extension in the summary table	Done – the justification is extended to include all major and minor factors.
Dimitris Faloustos (DF) & EK	3	Page 3	Overall rating for meeting project objectives should be S not MS/S if looking at the average of the achievement ratings.	As explained in the body of the text the activity/outcome ratings are being assessed assuming a 9 month late start in activities (ie looking at 24 months of activity). The achievement to <b>objectives</b> is looking from a period of when the project started (Aug 2015) – 30 months of project, and thus MS/S rating is justified and supports the request of a 6 month no-cost extension.
DF	4	Page 4	Rating table – the overall rating for sustainability is ML, while most of the explanation is likely.	For sustainability it is the “weakest link in the chain” that should determine the “sustainability rating –however, in the Drin case there is such high political will that is agreed to have it “likely”.
DF	5	throughout	Clarification of place names, or groups, for example “WG on Flood Control” is WG on Floods”, “CODRA” is “CORDA” etc.	Accepted all, clarifications and proper naming.
DF	6	Page 6	Note that interministerial committees are formed in 2 countries as opposed to “not formed in all countries”	“formed in Montenegro and Kosovo” included.
EK	7	Page 8	Include in recommendation 7 reference to Regional Strategy for Sustainable Hydropower in the Western Balkans <a href="https://www.wbif.eu/content/stream//Sites/website/library/WBEC-REG-ENE-01-Final-Report.pdf">https://www.wbif.eu/content/stream//Sites/website/library/WBEC-REG-ENE-01-Final-Report.pdf</a>	Done.
DF	8	Page 10	Various name accuracies under development context. Ie “Drin Dialogue” to Drin Dialogue Process”.	Accepted most changes.

Author	#	Location	Comment/Feedback on the Inception Report	Evaluator response/actions taken
EK	9	Page 11	Correct status of North Macedonia with respect to EU. Both Albania and North Macedonia have the same status vis a vis EU candidate countries awaiting further decision June 2019 on the opening of the negotiations w EU While Montenegro has already opened the negotiations. Also, include reference to the larger Berlin Process.	Corrected and added.
DF	10	Page 12	Correction 90% of power generated in Albania is from HP not 70%	Corrected.
EK	11	Page 15	Correct "In early 2015, Kosovo became eligible for GEF financing". As they are not eligible for funding, it was "window" to include them in the project for completeness.	Wording revised to "In early 2015, a "window" of GEF funding became available for Kosovo to participate in the basin Project.
EK & DF	12	Page 16	Clarify activities that took place between Q1 and Q3 2016. And discuss the timing of start dates etc.	Noted ad hoc meeting of SC in March, hiring of country staff, on the ground activities started in July 2016. The wording of section 4.1 had been updated to reflect the signature date of 6 August 2015 and start date of 12 November 2015.
DF & EK	13	Page 16	Mention Project Manager in Arrangements, 4.2, and mention the problems associated with performance. Also use term national coordinator as opposed to country officers to be consistent with ProDoc	Project manager added to PCU, and term "National Coordinators"
DF	14	Page 17	Please include a more extensive list of stakeholders	Created annex L to list main stakeholders in the project.
EK	15	Page 19	Omit quotations and mention political will	Quotations have been taken out. Paragraph rephrased.
EK	16	Page 21	Change reference to "KESH withdrawing" to "showing little interest".	Accepted. More accurate based on renewed interest to dialogue.
DF	17	Page 27	Take out reference to "if " Adaptation fund is gained for the SAP etc.	Entire reference to Adaptation fund removed – it does not add information or clarity to the point being made regarding the flood demonstration project.
DF		Page 28	Request that "Because of the delays, for the most part were beyond the control of the PCU, the progress to project objectives is considered "moderately-satisfactory /satisfactory" be included in the summary table.	The phrase has been incorporated into the summary table.
DF		Page 32	Annual training is determined by the SC so the training laid out in the ProDoc was indicative.	The reference to trainings in the ProDoc have been removed, and focus on trainings chosen by the SC.
DF		Page 33	Clarification around "A concept note for a pilot project on floods is approved in February 2019 over a virtual meeting"	included



Author	#	Location	Comment/Feedback on the Inception Report	Evaluator response/actions taken
EK		Page 36	Reference to start of project should be inception workshop.	The start date is taken as 12 November 2015. However, entire reference to time since the start date has been eliminated as it does not add to the point being made.
EK		Page 37	The section regarding Albania's political situation should be rewritten as indicated -	Reference to Albania's political situation has been removed in favour of a more neutral tone indicating that there may be more political changes in the country that could impact project delivery. "There has already been a restructuring of the Albanian ministries and key organizations participating in this project following the presidential and parliamentary elections in July 2017. It is highly possible, given the political situation in Albania, that there may be further restructuring associated with the government that could impact the delivery of Project outcomes"
DF		Page 37	Indicate the difficulty to establish IMC in North Macedonia and Albania not only here but in previous sections.	This is the section dealing with barriers and challenges and is the appropriate for this discussion.
DF		Page 37	Confirm Kosovo supplying 30% of water	The exact % has been removed and "significant" is used instead.
EK		Page 38	Include reference to EU regional hydropower study when suggesting examples of storage dams.	Included.
EK		Page 38	Clarify one implementing agency (UNDP) and country offices of Albania and Kosovo.	Reworded.
EK		Page 39	Clarify disbursements "280,200 (Monitoring and Evaluation and UNECE) and GWP 4,219,800"	Included in text
DF		Page 39	Clarify why financing is assessed as "Moderately Successful"	

## 17 Annex L – Stakeholders in Drin

This list is a summary of the stakeholders assessed in the Stakeholder Mapping document:

Stakeholder name	Associated institutions/major projects per country	Acronym
<b>Austrian Development Cooperation Agency</b>	Austrian Development Cooperation Agency	ADA
<b>Germany</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit	GIZ
	Kreditanstalt für Wiederaufbau	KfW
<b>Greece</b>	Ministry of Environment and Energy	
<b>Sweden</b>	Swedish International Development Cooperation Agency	SIDA
	Swedish Environment Protection Agency	Swedish EPA
<b>Switzerland</b>	Swiss Development Cooperation Agency	SDCA
	State Secretariat for Economic Affairs	SECO
<b>United States of America</b>	United States Agency for International Development	USAID
<b>European Union</b>	European Bank for Reconstruction and Development	EURD
<b>Global Environment Facility</b>		GEF
<b>The World Bank</b>	World Bank	WB
<b>United Nations Development Programme</b>	UNDP	UNDP
<b>United Nations Economic Commission for Europe</b>	UNECE	UNECE
<b>United Nations Environment Program</b>	UNEP	UNEP
<b>United Nations Environment Program Mediterranean Action Plan</b>	<b>Priority Actions Programme Regional Activity Centre</b>	UNEP MAP PAP/RAC
<b>United Nations Educational, Scientific and Cultural Organization</b>	Venice Office - UNESCO Regional Bureau for Science and Culture in Europe	UNESCO
<b>International Union for the Conservation of Nature</b>		IUCN
<b>Global Water Partnership - Mediterranean</b>		GWP-Med
<b>Euronatur</b>		NGO
<b>Organization for Security and Cooperation in Europe</b>		OSCE

Stakeholder name	Subordinate institutions/Directorates	Acronym	Level
<b>ALBANIA</b>			
<b>Council of Ministers</b>			National

<b>National Water Council</b>		NWC	National
	Technical Secretariat of the NWC	TS of the NWC	National
<b>National Territorial Council</b>		TAC	National
<b>National Territorial Planning Agency</b>		NTPA	National
<b>Ministry of Environment</b>		ME	National
	National Agency of Protected Areas under the Ministry of Environment	AKZM	National
	State Inspectorate of Environment, Forestry and Water Administration		National
	National Environment Agency	AMP	National
<b>National Coastal Agency</b>			National
<b>Ministry of Agriculture, Rural Development and Water Administration</b>		MARDWA	National
	Regional Directorates of Agriculture	DRB	Regional
	Drainage boards		
	Technology Transfers Centers		Regional
<b>Ministry of Transportation and Infrastructure</b>		MTI	National
	General Directorate of Water Supply and Wastewater	GDWW	National
	National Secretariat/ Committee for the Big Dams		National
<b>Ministry of Health</b>	Institute of Public Health	MH	National
	State Sanitation Inspectorate		National
<b>Ministry of Energy and Industry</b>		MEI	National
<b>Ministry of Education and Sciences</b>		MES	National
<b>Ministry of Interior</b>		MI	National
<b>Ministry of Foreign Affairs</b>		MFA	National
<b>Ministry of Urban Development and Tourism</b>		MUDT	National
<b>Regulatory Authority of the Water Supply and Waste Water Disposal and Treatment Sector</b>			National
<b>District Territorial Adjustment Councils</b>		District TAC	Regional
<b>Regional Environmental Directorates</b>		RED	Regional
<b><i>River Basin District Agency</i></b>			
<b>River Basin Councils</b>		RBC	Regional/ Basin Region
<b>River Basin Agencies</b>		RBA	Regional/ Basin Region
<b><i>State Owned Utilities</i></b>			
<b>Water-Supply enterprises/ utilities</b>			National

<b>Research Institutions</b>			
Albanian Geological Survey			National
State Sanitation Inspectorate			National
Institute of Public Health			National
Polytechnic University of Tirana			National
	Institute of Geoscience, Energy, Water and Environment	IGEWE	National
University of Tirana			National
Agricultural University of Tirana			National
<b>Land and Water Use Associations/ Cooperatives</b>			
Albanian Energy Association		AEA	National
Water Supply and Sewerage Association of Albania		SHUKALB/WSSA A	National
Fishery Management Organizations		FMO	Local
Regional Associations of Forest and Pasture Users			Regional
Water User Associations		WUAs	Local
<b>Private Sector (land owners, navigation, industry) including Chambers</b>			
KESH (Albanian Electro-Power Corporation)			National
Union of Chambers of Commerce and Industry of Albania			National
Albania Development Fund			National
Opportunity Albania			National
<b>NGOs</b>			
Institute of Nature Conservation in Albania		INCA	National
Protection and Preservation of Natural Environment in Albania		PPNEA	National
Eco-movement			National
EDEN Centre			National
Association for Protection of Aquatic Wildlife of Albania		APAWA	National
The Albanian Society for the Protection of Birds and Mammals		ASBPM	National
Tourism cultural association "Sarda"			National
AARHUS Shkodra			National
Forestry resource protection			National
Permaculture resource Center			National
Artists Association "Ana e Malit"			National

The DOOR association			National
Bej dicka te mire Association			National

Stakeholder name	Subordinate institutions/ Departments	Acronym	Level
<b>North Macedonia</b>			
National Water Council		NWC	National
Ministry of Agriculture, Forestry and Water Economy		MAFWE	National
	Administration for Hydro-meteorological activities	AHMA	National
	Public Forest Enterprise "Makedonski Sumi"		National
	Administration for Water Economy	AWE	National
	State Agriculture Inspectorate		National
	State Forestry and Hunting Inspectorate		National
	Forest Police		National
Ministry of Environment and Physical Planning		MEPP	National
	State Environmental Inspectorate		National
	Environmental Administration	EA	National
	Environment Information Centre	EIC	National
Ministry of Economy		ME	National
	State Market Inspectorate		
Ministry of Health		MH	National
	Food Directorate		National
	State Sanitary and Health Inspectorate	SSHI	National
	Institute for Public Health Bitola		Local
Ministry of Transport and Communication		MTC	National
	Working Group		National
Ministry of Local Self Government			National
	Local Self Government Units	LSGUs	Local
Ministry of Finance		MF	National
Agency for Spatial Planning			National
Local Inspection Authorities		LIAs	Local
Council for Agriculture and Rural Development			National
<b>River Basin District Agency</b>			
River Basin Management Councils			Regional
Basin Management Units			Regional

River Basin Management Bodies			Regional/ Basin Region
Research Institution			
Hydro- Biological Institute			National
Natural History Museum			National
University St. Kliment Ohridski - Bitola			National
University for Information, Science and Technology "St Paul The Apostole" - Ohrid			National
Land and Water Use Associations/ Cooperatives			
Water User Associations			National
Farmers' Federation			National
Union of Agricultural Associations			National
Fisherman Association			National
Public Enterprises (Forest and Water Management)			
Public Water Enterprise/ "Vodostopanstvo na Makedonija"			National
Public Enterprise "Makedonski Shumi"			National
Private Sector (land owners, navigation, industry) including Chambers			
Hydro Electric Company HPC "Elektrosto-panstvo na Makedonija"- ESM			National
Economic Chamber			National
NGOs			
Milieucontact International, Local Office, Skopje			National
Biosfera Centre for Education, Environment and Nature Protection, Bitola			National
Tourism Agencies			
Agency for Tourism			National

Stakeholder name	Subordinate institutions/Departments	Acronym	Level
Montenegro			
National Water Council			National
National Council for Sustainable Development		NCSD	National
Ministry of Agriculture and Rural Development		MARD	National
	Water Administration		National

<b>Ministry of Sustainable Development and Tourism</b>		MSDT	National
	Council for Spatial Development		
	Environmental Protection Agency	EPA	National
	Public Enterprise "Morsko dobro"		Regional
	Institute of Nature Protection		National
	Institute of Hydrometeorology and Seismology		National
<b>Ministry of Foreign Affairs and European Integration</b>		MFAEI	National
<b>Ministry of Health</b>		MH	National
	Public Health Institute		National
<b>Ministry of Economy</b>		ME	National
	Directorate for Development of Small and Medium-sized Enterprises.		National
<b>Ministry of Transport and Maritime Affairs</b>		MTMA	National
	Port Authority of Montenegro		National
	Maritime Safety Department		National/ Regional
	Harbour Master Office Bar		National/ Regional
<b>Ministry of Interior</b>		MIAPA	National
	Department for Spatial Management		National
	Department for Emergencies and Civil Safety		National
<b>Ministry of Science</b>		MS	National
<b>Ministry of Culture</b>			National
	Institute for the Protection of Cultural Monuments		National
<b>Ministry of Finance</b>		MF	National
<b>Public Enterprise for Coastal Zone Management</b>			National
<b>Directorate for Public Procurement</b>			National
<b>Directorate for Inspection Affairs</b>			National
<b>Agency of Montenegro for the Promotion of Foreign Investment</b>		MIPA	National
<b>Employment Agency of Montenegro</b>			National
<b>Investment Development Fund of Montenegro</b>		IDF	National
<b>Maritime Safety Department of Montenegro</b>		MSD	National
<b>Procon</b>			National
<b>Municipal Council for Spatial Planning</b>			Local



<b>Public Enterprise for Coastal Zone Management</b>			National
<b>Public Enterprise Morsko Dobro</b>			National
<b>Local Administration</b>			
<b>Municipality of Podgorica</b>			Local
<b>Municipality of Cetinje</b>			Local
<b>Municipality of Ulcinj</b>			Local
	Secretariat for planning, housing, communal affairs, and environment		Local
	Secretariat for economy and finances		Local
	Bar utilities (water supply, wastewater, waste)		Local
<b>Municipality of Ulcinj</b>			Local
	Secretariat for communal affairs and environment		Local
	Secretariat for urban development and spatial planning		Local
	Secretariat for economy and development		Local
	Secretariat for housing		Local
	Ulcinj utilities (water supply, wastewater, waste)		Local
<b>Local self-administration bodies</b>			Local
<b>Local Tourist Organizations</b>			Local
<b>Protected Area Authorities</b>			
<b>Skadar/Shkoder Lake Commission</b>			Local
<b>Research Institutions</b>			
<b>University of Montenegro</b>			National
	Department for Biology		National
	Marine Biology Institute		National
	Biotechnical Institute		National
<b>Montenegrin Academy of Sciences and Arts</b>			National
<b>Institute of Forestry</b>			National
<b>Institute for Subtropical Culture</b>			National
<b>The Institute for Strategic Studies and Prognoses</b>		ISSP	National
<b>Institute for Nature Conservation</b>			National
<b>Center for Ecotoxicological Researches "CETI" Ltd - Podgorica</b>		CETI	National
<b>Geological Survey of Montenegro</b>			National
<b>Statistical Office of Montenegro</b>		MONSTAT	National
<b>Users Associations/ Cooperatives</b>			
<b>Fishery Associations</b>			National

Wine producers association of Montenegro			National
Association of Agricultural Producers			National
Hunting Association of Montenegro		HAM	National
Hunting association Ulcinj			Local
Association of olive producers Bar			Local
Association of professional fishermen South Adriatic			Local
Association of fishermen Krajina			Local
State owned utilities			
Public Enterprise "Regional Waterworks Montenegro"			Regional
Vodacom			Regional
Regional Water Supplying Company "Montenegrin Coast"			Regional
Public Enterprises (Forest and Water Management)			
Public Enterprise "National Parks of Montenegro"		PENP	National
	Skadar Lake National Park Management Unit		Local
Private Sector (land owners, navigation, industry) including Chambers			
Chamber of Commerce			National
Elektroprivreda Crne Gore AD Niksic (Electricity company of Montenegro)		EPCG	National
Salt works (Solana) Bajo Sekulic Ulcinj			Local
HTP Ulcinjska rivijera			Local
Private enterprise "Marine Dorbo"			
Tourism Agencies			
LTO Ulcinj			Local/ Regional
Tour operators			National
Tourism ships owners			National
National Tourism Organization of Montenegro		NTO	National
NGOs			
Green Home			National
Centre for the Protection of Birds			National
Expeditio			National
Pristan Bar			Local
Mediterranean photo centre Bar			Local
Proekee Bar			Local

Green step Ulcinj			Local
Bojana Ulcinj			Local
<b>Media</b>			
Public Service RTCG			National
TV Vijesti			National
Newspaper Vijesti			National
Radio Bar			Local
TV Teuta Ulcinj			Local

Stakeholder name	Subordinate institutions/Departments	Acronym	Level
<b>Kosovo</b>			
Inter-Ministerial Water Council (ex Water Task Force)		WTF	Kosovo
Ministry of Environment and Spatial Planning		MESP	Kosovo
	Institute for Spatial Planning		Kosovo
	Kosovo Cadastral Agency	KCA	Kosovo
	Kosovo Environmental Protection Agency	KEPA	Kosovo
Ministry of Agriculture, Forestry and Rural Development		MAFRD	Kosovo
Ministry of Internal Affairs		MIA	Kosovo
	Emergency Management Agency		Kosovo
Ministry of Economic Development		MED	Kosovo
	Geological Service of Kosovo		Kosovo
	Kosovo Agency of Energy Efficiency		Kosovo
Ministry of Finance and Economy		MFE	Kosovo
Ministry of European Integration		MEI	Kosovo
Food and Veterinary Agency		FVA	Kosovo
Kosovo Agency of Statistics		KAS	Kosovo
Water and Waste Regulatory Office		WWRO	Kosovo
Energy Regulatory Office		ERO	Kosovo
Kosovo Energy Corporation JSC		KEK	Kosovo
Association of Kosovo Municipalities			Kosovo
Kosovo Public Policy Center			Kosovo
Kosovo Institute of Public Health		KIPH	Kosovo
Hydro Meteorological Institute			Kosovo
<b>State owned utilities</b>			
Regional Water Company Hidrodrini, Peja region		RWC Hidrodrini	Regional
Regional Water Company Radoniqi, Gjakova region			Regional

<b>Regional Water Company Hidroregjioni Jugor, Prizren region</b>			Regional
<b>Water and Wastewater Works Association of Kosova</b>		SHUKOS	Kosovo
<b>Tourism Agencies</b>			
<b>Be in Kosovo . com</b>			Kosovo
<b>NGOs</b>			
<b>ProGeo Kosovo</b>			Kosovo