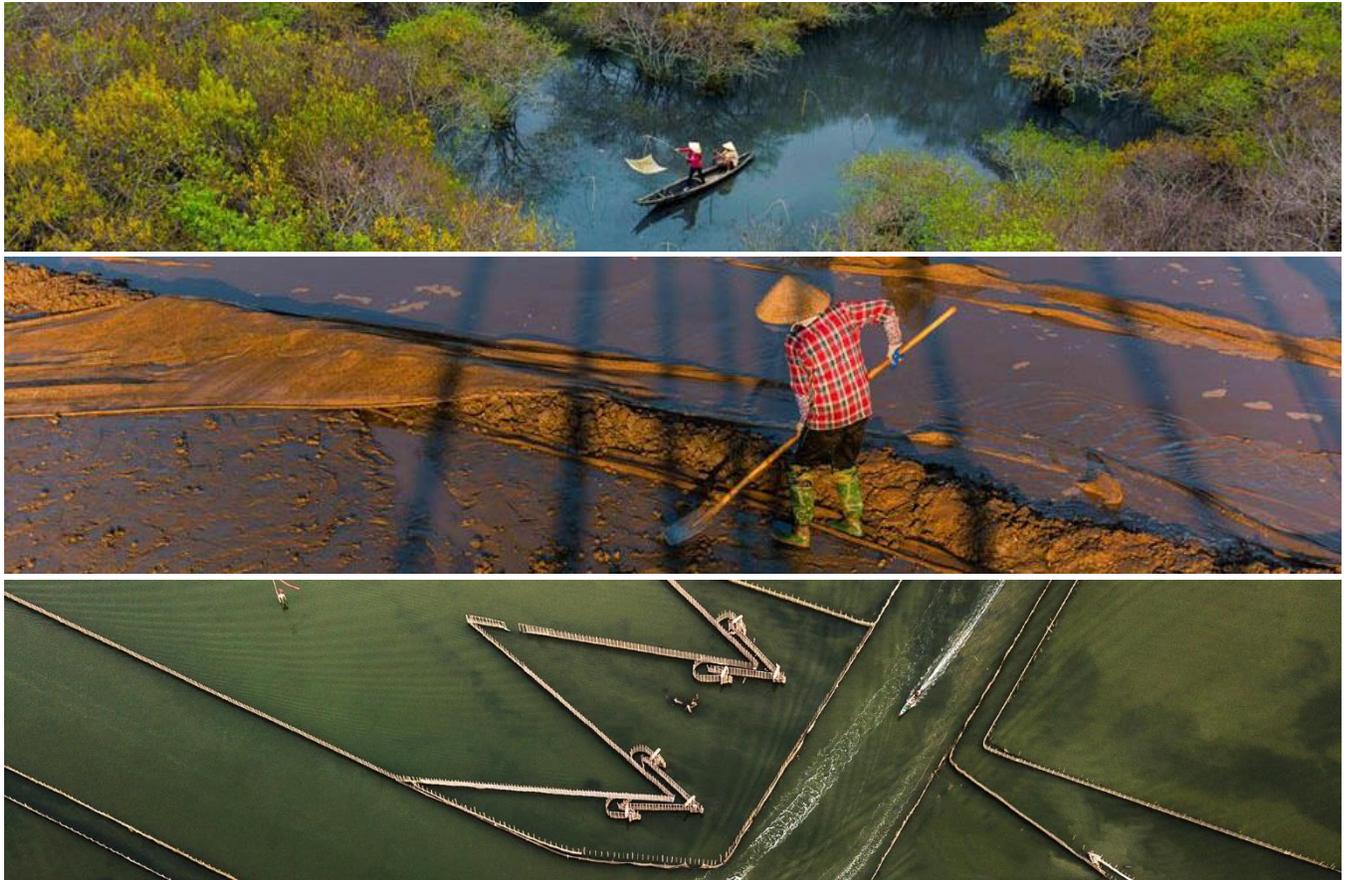


Terminal Evaluation of the Project,  
“Conservation of Critical Wetland Protected Areas and  
Linked Landscapes” (Viet Nam)

***TERMINAL EVALUATION REPORT***



Prepared By:  
Mr James T. Berdach—International Evaluator  
and  
Mr Pham Duc Chien—National Evaluator

Prepared for:  
United Nations Development Programme, Viet Nam Country Office

27 March 2021



Empowered lives.  
Resilient nations.



## LIST OF ACRONYMS AND ABBREVIATIONS

APR	Annual Performance Review
AWP	Annual Work Plan
BCA	Nature and Biodiversity Conservation Agency (VEA/MONRE)
CBD	Convention on Biological Diversity
CIP	Co-implementation partner
CPAP	UNDP country programme action plan
CPD	UNDP country programme 2017 – 2021
DARD	Department of Agriculture and Rural Development
DONRE	Department of Environment and Natural Resources
GEF	Global Environment Facility
ISPONRE	Institute of Strategy and Policy on Natural Resources and Environment
M&E	Monitoring and Evaluation
MARD	Ministry of Agriculture and Rural Development
METT	Management Effectiveness Tracking Tool
MONRE	Ministry of Natural Resources and Environment
MTR	Midterm Review
NGO	Non-Governmental Organization
NIP	National implementation partner
OSP	UNDP One Strategic Plan 2017-2021
PA	Protected Area
PIP	Project Implementation Plan
PIR	Project Implementation Report
PMU	Project Management Unit
PPC	Provincial People's Committee
TB	Thai Binh (Province)
TE	Terminal Evaluation
TER	Terminal Evaluation Report
TG-CH	Tam Giang-Cau Hai (Wetland Conservation Area)
TOR	Terms of Reference
TT	Thai Thuy (Wetland Conservation Area)
TTH	Thua Thien Hue (Province)
UNDP	United Nations Development Programme
VEA	Vietnam Environment Administration
WCA	Wetlands Conservation Area

*Cover page photo credits (top to bottom): Fishing among mangroves in Tam Giang lagoon (Le Van Minh, photographer); Harvesting clams in clam-growing area of Thai Binh province (Nguyen Viet Cuong, photographer); Fish corrals in Tam Giang lagoon (Nguyen Truc, photographer).*

---

## TABLE OF CONTENTS

List of Acronyms and Abbreviations.....	i
Table of Contents.....	ii
Opening Page.....	iii
Acknowledgements.....	v
Executive Summary.....	vi
I. Introduction.....	1
A. Project Background.....	1
B. Purpose of the TE.....	1
C. Scope of Evaluation.....	2
D. Ethics.....	2
E. Methodology.....	3
F. Limitations of the Evaluation.....	4
II. Project Description and Development Context.....	5
A. Background.....	5
B. Project Framework.....	6
C. Key Partners.....	9
III. Findings.....	12
A. Project Design / Formulation.....	12
B. Project Implementation.....	16
1. Adaptive management.....	16
2. Partnership arrangements.....	18
3. Project Finance.....	19
4. Risk Management.....	21
5. Monitoring and Evaluation.....	22
6. UNDP and Implementing Partner implementation / execution.....	23
C. Project Results.....	23
1. Overall Quality of Project Outcomes.....	23
2. Relevance.....	30
3. Effectiveness.....	30
4. Efficiency.....	31
5. Country ownership.....	31
6. Mainstreaming.....	31
7. Sustainability.....	32
8. Impact.....	37
9. Overall Results.....	39
IV. Lessons, Recommendations, and Conclusion.....	40
A. Lessons.....	40
B. Recommendations.....	41
C. Conclusion.....	45
ANNEXES.....	46
Annex A: Terms of Reference for the Terminal Evaluation.....	47
Annex B: Consultant Code of Conduct Agreement Forms.....	56
Annex C: List of Documents Reviewed.....	58
Annex D: List of Persons Interviewed.....	60
Annex E: Questionnaires and Summary of Questionnaire Results.....	63
Annex F: Mission Schedule.....	70
Annex G: Evaluation Questions and Evaluation Criteria Matrix.....	73
Annex H: TE Rating Scales.....	78
Annex I: Management Effectiveness Tracking Tools.....	80
Annex J: TE Report Clearance Form.....	81
Annex K: Co-Financing Template.....	82

## OPENING PAGE

Title of UNDP supported GEF financed project  
UNDP PIMS# and GEF project ID#  
TE time frame; and date of TE report

Region and countries included in the project  
GEF Operational Focal Area/Strategic Program  
Implementing Agency and other project partners

Evaluation team members

Conservation of Critical Wetland Protected Areas and Linked Landscapes  
PIMS#4537/GEF ID#4760  
Timeframe: 16 September 2020-30 December 2020  
Date of Report: December 2020  
Viet Nam

BD-SO-1; BD-SO-2

Implementing Agency: Ministry of Natural Resources & Environment (MONRE)  
Implementing Partners: Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE) and Nature and Biodiversity Conservation Agency (BCA) of MONRE  
Mr James T. Berdach—International Evaluator  
Mr Pham Duc Chien—National Evaluator

Project Details		Project Milestones	
Project Title	Conservation of Critical Wetland Protected Areas and Linked Landscapes	PIF Approval Date:	June 5, 2012
UNDP Project ID (PIMS #):	4537	CEO Endorsement Date (FSP) / Approval date (MSP):	December 3, 2013
GEF Project ID:	4760	ProDoc Signature Date:	June 9, 2015
UNDP Atlas Business Unit, Award ID, Project ID:	VNM10 - Award ID 00076965 - Project ID 00088048	Date Project Manager hired:	October 29, 2015
Country/Countries:	Viet Nam	Inception Workshop Date:	October 28, 2015
Region:	Asia & Pacific	Mid-Term Review Completion Date:	January 1, 2019
Focal Area:	Biodiversity	Terminal Evaluation Completion date:	April 9, 2021
GEF Operational Programme or Strategic Priorities/Objectives:	<b>BD1</b> Improve the sustainability of protected area systems <b>BD2</b> Mainstream biodiversity conservation and sustainable use into production landscapes/seascapes and sectors;	Planned Operational Closure Date:	December 8, 2020

Trust Fund:	GEF Trust Fund
Implementing Partner (GEF Executing Entity):	Ministry of Environment & Natural Resources of Viet Nam (MONRE)
NGOs/CBOs involvement:	RCFEE (VAFS); IUCN, WWF and Hue University
Private sector involvement:	<i>[Indicate as: Lead executing agency; one of the beneficiaries; through consultations]</i>
Geospatial coordinates of project sites:	<a href="https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/MAPS-VN2000-TG-CH.rar">https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/MAPS-VN2000-TG-CH.rar</a> <a href="https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/MAPS-VN2000-ThaiThuy.zip">https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/MAPS-VN2000-ThaiThuy.zip</a> <a href="https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/TT_TG-CH WCAs COORDINATES OF THE BENCHMARKS.xlsx">https://undpgefpmis.org/attachments/4537/213361/1739215/1763977/TT_TG-CH WCAs COORDINATES OF THE BENCHMARKS.xlsx</a>

Financial Information		
PDF/PPG	at approval (US\$M)	at PDF/PPG completion (US\$M)
GEF PDF/PPG grants for project preparation	100,000.00	100,000.00
Co-financing for project preparation	400,000.00	400,000.00
Project	at CEO Endorsement (US\$M)	at TE (US\$M)
[1] UNDP contribution:	1,000,000.00	1,000,000.00
[2] Government:	16,397,200.00	40,538,452.00
[3] Other multi-/bi-laterals:	550,000.00	930,000.00
[4] Private Sector:		
[5] NGOs:	470,000.00	370,000.00
[6] Total co-financing [1 + 2 + 3 + 4 + 5]:	18,417,200.00	42,838,452.00
[7] Total GEF funding:	3,180,287.00	3,180,287.00
[8] Total Project Funding [6 + 7]	<b>21,597,487.00</b>	<b>46,018,739.00</b>

## ACKNOWLEDGEMENTS

The members of the consultant team who conducted this Terminal Evaluation would like to express their gratitude to the staff of the UNDP Country Office for Viet Nam, for the support and cooperation provided throughout the course of this assignment. In particular, the assistance and guidance of Mr. Nguyen Trung Thong, UNDP Programme Officer is gratefully acknowledged. The logistical support of Ms. Nguyen Thanh Van, UNDP Program Associate, is also sincerely appreciated.

In addition, the consultants extend their special thanks to Ms. Kim Thi Thuy Ngoc, Project Manager and Head of Division of Science and International Cooperation, Ms. Dang Thi Phuong Ha, Officer, and Ms. Tran Thi Nguyet Minh, Project Accountant, all of the Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE); as well as Ms. Tran Thi Kim Tinh, Project Component Coordinator and Deputy Head of Division of Ecology and Natural Landscape, and Ms. Nguyen Thi Nhung, Technical Assistant, both of the Nature and Biodiversity Conservation Agency (BCA). Mr. Vu Hai Dang, Provincial Coordinator of Thai Binh province, and Ms. Nguyen Thi Thanh Thuy, Provincial Coordinator of Thua Thien Hue province, both shared their first-hand knowledge of project activities, successes and challenges with the TE team. These personnel, who were responsible for the execution of the project on a day-to-day basis, provided both technical information and logistical support throughout the course of the Terminal Evaluation. Without their assistance, the work undertaken by the evaluation team, particularly during the field missions, would not have been possible.

Finally, the consultants would like to express their appreciation to other personnel of key central and provincial government agencies, especially MONRE, DONRE in two provinces; commune leaders and community members; NGOs; consultants; and others. The stakeholders all gave freely of their time and energy to engage in lively discussions and to share their views and opinions. These were invaluable inputs which contributed significantly to this evaluation. For this we say, **"XIN CẢM ƠN"**!



James Berdach



Pham Duc Chien

## EXECUTIVE SUMMARY

The “**Conservation of Critical Wetland Protected Areas and Linked Landscapes**” is a full-sized project conducted with support from the United Nations Development Programme (UNDP) and financing from the Global Environmental Facility (GEF). The objective of the project was “To establish new wetland protected areas and to create capacities for their effective management to mitigate existing and emerging threats from connected landscapes.” This objective focused in part on overcoming the existing gap in Viet Nam’s national PA system, namely the inadequate representation of wetland ecosystems, which are being increasingly threatened by other economic sectors. Project activities fell within two components, with activities under Component 1 centered on developing systemic capacity at national and subnational levels for the establishment and effective administration and management of a subsystem of wetland PAs in Viet Nam, while activities in Component 2 addressing the lack of capacity among key stakeholders from government to local communities to effectively identify and manage threats to wetlands.

In accordance with UNDP and GEF monitoring and evaluation (M&E) policies and procedures, the project was subject to undergo a Terminal Evaluation (TE) upon completion of implementation. A two-person team was contracted by the UNDP Viet Nam Country Office to conduct the evaluation. This report has been prepared according to the guidance outlined in the document, “*Guidance For Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects*,” and presents the findings of the TE. The TE is tasked to review and evaluate certain key aspects of the project, including: project performance; relevance, effectiveness, efficiency, sustainability, and project impact. In addition, ratings have been provided on key performance criteria. The TE has followed a participatory and consultative approach ensuring close engagement with key government counterparts and stakeholders. The methodology which has been employed has consisted of several principal information-gathering activities, including (i) review of project documents and other relevant reports; (ii) consultations with key project stakeholders; (iii) analysis of questionnaires returned by stakeholders; and (iv) site visits.<sup>1</sup>

The determination of the TE was that the Viet Nam Wetlands PA Project was generally successful in achieving the main target outcome, namely, the establishment of two new WPAs, the Tam Giang-Cau Hai Wetlands Conservation WCA in Thua Thien Hue Province, and the Thai Thuy WCA in Thai Binh Province. This helped to improve the representation of wetlands among different ecotypes, within the Viet Nam PA system.

With project support, significant advancements were made towards mainstreaming biodiversity conservation and wetlands protection into regular government legal, planning, and policy-making processes. One of the most important achievements supported by the project was the adoption of Decree no. 66/2019/ND-CP dated 29 July 2019. The Decree helps to clarify criteria for identification of important wetland areas, and provides policy guidance on the sustainable conservation and use of wetlands. In addition, a wetland national action plan and draft circular guiding the new Decree have been completed and are being processed for official approval. Finally, Legal Decisions have been issued that operationalize the establishment of the two new WPAs.

The project also provided support for strengthening the capacity of personnel at the ministerial (central government) and provincial level, to effectively administer wetlands conservation programmes, and

---

<sup>1</sup> Because of restrictions that were put in place as a response to the coronavirus pandemic, it was not possible for the International Evaluator to travel to Viet Nam for this assignment. As a result, site visits and in-person consultations were conducted exclusively by the National Evaluator. The International Evaluator was able to participate in several selected consultations through remote communications and conferencing technology (Zoom).

---

more specifically, to manage the day-to-day operations of the two wetland PAs. This was achieved through a series of training programmes that were conducted during the course of the project. Capacity and awareness-raising was also introduced within the local communities living near to the WPAs.

In order to sustain these benefits, efforts will need to be continued, especially in (i) further building capacity of a dedicated, full-time staffing complement for management of the WPAs; (ii) maintaining and strengthening activities aimed at improving community participation and awareness, including wetlands-based livelihood activities; and (iii) securing sustainable financing which is sufficient to support necessary expansion of WPA operations over the long term.

In light of the overall success of the project in advancing wetlands conservation generally, and in establishing two new wetland PAs in Viet Nam, the project has been given an overall rating of **SATISFACTORY**. The ratings assigned for all required criteria are presented in Table ES-1.

**Table ES-1. Summary of Ratings for the Wetland PA Project**

CRITERIA	RATING
<b>1. Monitoring and Evaluation</b>	
Overall quality of M&E	<i>S=SATISFACTORY</i>
M&E design at entry	<i>S=SATISFACTORY</i>
M&E plan implementation	<i>S=SATISFACTORY</i>
<b>2. IA &amp; EA Execution</b>	
Overall quality of implementation / execution	<i>S=SATISFACTORY</i>
Quality of execution - UNDP	<i>S=SATISFACTORY</i>
Quality of implementation – Implementing Partners	<i>S=SATISFACTORY</i>
<b>3. Assessment of Outcomes</b>	
Overall Quality of Project Outcomes	<i>S=SATISFACTORY</i>
Relevance	<i>R=RELEVANT</i>
Effectiveness	<i>S=SATISFACTORY</i>
Efficiency	<i>S=SATISFACTORY</i>
<b>4. Sustainability</b>	
Overall likelihood of sustainability	<i>L=LIKELY</i>
Financial sustainability	<i>ML=MODERATELY LIKELY</i>
Socio-political sustainability	<i>L=LIKELY</i>
Institutional and governance sustainability	<i>L=LIKELY</i>
Ecological and environmental sustainability	<i>L=LIKELY</i>
<b>5. Impact</b>	
Environmental status improvement	<i>M=MINIMAL</i>
Environmental stress reduction	<i>M=MINIMAL</i>
Progress towards stress/status change	<i>S=SIGNIFICANT</i>
<b>OVERALL PROJECT RESULTS</b>	<i>S=SATISFACTORY</i>



## I. INTRODUCTION

### A. Project Background

1. The “Conservation of Critical Wetland Protected Areas and Linked Landscapes” (PIMS #4537; also referred to herein as the “Wetland PA Project”) is a full-sized project conducted with support from the United Nations Development Programme (UNDP) and financing from the Global Environmental Facility (GEF). In accordance with UNDP and GEF monitoring and evaluation (M&E) policies and procedures, all full and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) upon completion of implementation. This report has been prepared according to the guidance outlined in the document, *Guidance for Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects*,<sup>2</sup> and presents the findings of the TE. The report contains the following sections: (i) an **Introduction** which presents the purpose scope, and methodology of the TE (this section); (ii) a section presenting the **Project Description and Development Context**, which provides background on the project objective and framework, and describes the context within which the project was designed and implemented; (iii) the **Findings** of the evaluation, including an assessment of project design, implementation, and results (i.e., the degree to which the project achieved its stated objective and outcomes, together with ratings for key performance criteria); and (iv) **Lessons, Recommendations, and Conclusions**. The Terms of Reference (TOR) for this Terminal Evaluation are presented in Annex A.

### B. Purpose of the TE

2. The TE is tasked to review and evaluate certain key aspects of the project, including:

- project performance;
- relevance;
- effectiveness;
- efficiency;
- sustainability; and
- project impact.

3. In addition, ratings have been provided on key performance criteria.<sup>3</sup>

4. This TE report assesses the achievement of project results against what was expected to be achieved, and draws lessons that can improve the sustainability of benefits from this project. It is the intention of the TE report to promote accountability and transparency, and to provide an impartial assessment of the accomplishments of the project.

5. Another purpose of the report is to contribute to UNDP country programming, especially as it applies to initiatives aimed at terrestrial ecological preservation and management, especially for wetlands. This relates, in particular, to two UNDP programming and strategic planning documents:

- The One Strategic Plan (OSP) 2017-2021 represents the programmatic and operational framework for delivering United Nations (UN) support to the Government over a five year period,

---

<sup>2</sup> Accessible at: <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>

<sup>3</sup> Ratings have been assigned according to specifications in the Terms of Reference, Annex D, of the UNDP/GEF Guidance document. Most of the criteria use a six-point rating scale: 6: Highly Satisfactory, 5: Satisfactory, 4: Moderately Satisfactory, 3: Moderately Unsatisfactory, 2: Unsatisfactory and 1: Highly Unsatisfactory. Further details on ratings are found in the relevant sections of this report.

---

and sets out how the UN will deliver as one in support of national development priorities. The Plan is aligned with the Socio-Economic Development Strategy 2011-2020, the Socio-Economic Development Plan 2016-2020, the Sustainable Development Goals (SDGs) and Viet Nam's international human rights commitments.

- the UNDP Country Programme Document (CPD) for Viet Nam (2017 – 2021) outlines a strategic programme of support aligned with the Government of Viet Nam's socio-economic development programme (SEDP) 2016-2020 and that contributes to the One UN Strategic Plan 2017-2021. It recognizes UNDP's changing role in Viet Nam's Middle Income Country (MIC) context and reflects the evolving partnership landscape characterized by declining grant and concessional finance. The Country Programme supports Viet Nam to complete unfinished MDG business and advance Agenda 2030. As stated in the CPD, "the country programme is built around an integrated and cross-thematic approach to advancing Viet Nam's sustainable development agenda."

6. It is evident that the UN's Sustainable Development Goals (SDGs) are foundational to both of these key documents, and in turn, the Wetlands PA project has as its main focus the advancement of, and contribution to, several of the SDGs.<sup>4</sup>

7. It is hoped that the UNDP Country Office in Viet Nam, as well as ISPONRE, BCA, and other relevant agencies of MONRE and other government ministries, will utilize the findings and recommendations of the report to facilitate and strengthen planning and implementation of similar initiatives in the future.

### **C. Scope of Evaluation**

8. The scope of this TE of the Viet Nam Wetlands PA project covers work undertaken as part of project design (pre-implementation), and the full implementation period of the project. The focus of the evaluation was to determine the extent of accomplishment of the stated project objective and outcomes, as presented in the strategic results framework. Due to limited time and budget, as well as limitations that arose due to the Covid-19 pandemic, of necessity, the process of consulting with stakeholders was more limited than it might have been under more favorable circumstances. As a result, our efforts focused on ensuring that the consultative process would at least include interviews and soliciting the views of the primary stakeholders of key importance in the implementation of the project (primarily the project implementors, consultants, and beneficiaries). The evaluation covered both of the project areas, specifically, the Thai Thuy wetland in Thai Binh Province, and the Tam Giang-Cau Hai wetlands in Thua Thien Hue Province. The TE covered all design components of the project as presented in the project results framework.

9. Two consultants have been contracted by the UNDP Country Office in Viet Nam to undertake the Terminal Evaluation (TE) of the project:

- Mr. James T. Berdach—International Evaluator; and
- Mr. Pham Duc Chien—National Evaluator.

### **D. Ethics**

10. The evaluation was conducted in accordance with the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on

---

<sup>4</sup> SDGs 13, 14, and 15 (respectively, Climate Action, Life Below Water, and Life on Land) are those that deal most directly with preservation of environmental values, protecting biodiversity, and addressing the effects of climate change, and are the SDGs which are most closely aligned with and supported by the project.

---

monitoring and evaluation. As needed, measures have been applied to protect the rights and confidentiality of persons interviewed. The TE team evaluators have signed a Code of Conduct form, which is attached here as Annex B.

### **E. Methodology**

11. The TE has followed a participatory and consultative approach ensuring close engagement with key government counterparts and stakeholders. The methodology which has been employed has consisted of several principal information-gathering activities, described here:

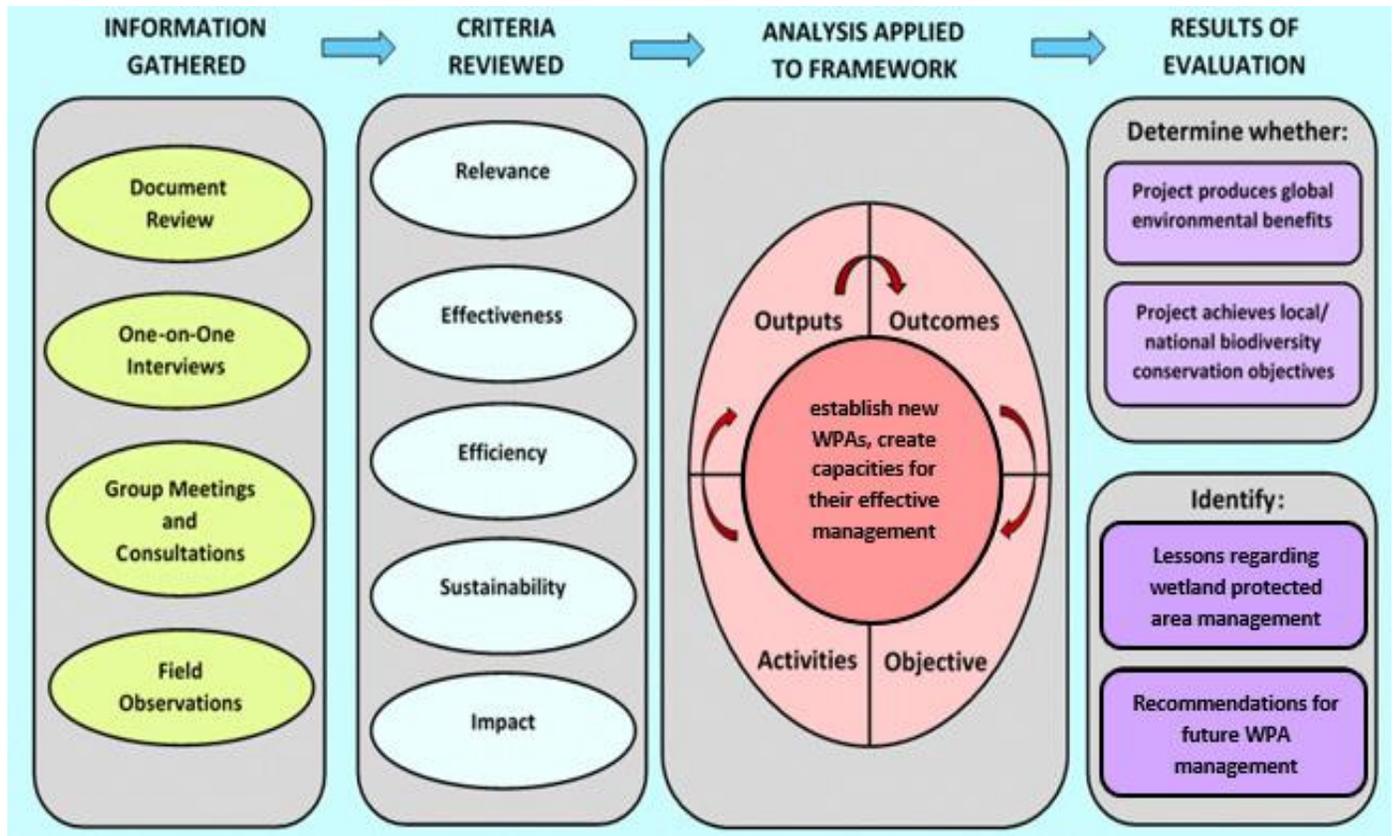
- **Document Review:** As stipulated in the Terms of Reference (TOR) for the assignment, a thorough review of project documents and other related documents was conducted. The list of documents that were reviewed is presented in Annex C.
- **Stakeholder Consultations:** Meetings with stakeholders were arranged, either as one-on-one interviews or in small group settings, with key stakeholder/informants. Consultations were conducted in Ha Noi; at the two project sites in Thai Binh and Thua Tien Hue provinces; and remotely, in order to include the International Evaluator. A list of the persons consulted is included in Annex D.
- **Questionnaires:** In some cases, it was not possible to meet personally with key stakeholders. In other cases, while in-person meetings were conducted, it was felt that there was still a need to solicit and obtain further in-depth information. These shortcomings were overcome through the use of questionnaires. The questionnaires were designed to pose the main questions that could shed light on the criteria being examined as part of the TE. The templates for the questionnaires (in English and in Vietnamese) are presented in Annex E. Also in Annex E is a summary of the questionnaire responses given by stakeholders.
- **Site Visits:** Missions were conducted by the National Evaluator to the two project sites in Thai Binh and Thua Tien Hue provinces. In addition to affording the opportunity for in-person meetings and consultations with key stakeholders, the missions were also used for site visits so that first-hand observations could be made, of prevailing physical and environmental conditions, as well as project-supported activities that were being conducted, at the two sites. These observations helped to validate data provided by stakeholders, and thus further informed the TE analytical process. The schedules for the missions conducted to the two project areas are presented in Annex F.

12. The methodology used for conducting the TE provides the information needed to assess the prescribed evaluation criteria, which in turn provides the analytical basis for producing the expected findings of the evaluation. As per UNDP and GEF criteria, the analysis must be fact-based. A key part of the fact finding process was to seek evidence of project impact, i.e. progress towards the articulated global environmental benefits. Project accomplishments were measured and analyzed against the targets and indicators provided in the strategic results framework. The methodological pathway that was followed is illustrated schematically in Figure 1.

13. In addition, a series of evaluation questions were used to guide the direction and provide an overarching framework for the evaluation. The evaluation questions are contained within an evaluation criteria matrix, which is presented in Annex G.

---

**Figure 1. Pathway Showing the Methodology and Expected Results of the TE**



## F. Limitations of the Evaluation

14. It must be mentioned here, that two factors had a significant adverse effect on the ability of the TE team to gather information during the course of this assignment. The first of these was the COVID-19 pandemic. Due to restrictions put in place in response to the pandemic, it was not possible for the International Evaluator to travel to Viet Nam, to personally participate in the mission and to conduct face-to-face consultations. Instead, the National Evaluator had the primary responsibility for conducting the consultations, and for sharing the information received with the International Evaluator. This constraint was somewhat mitigated by use of available communications technology<sup>5</sup> which enabled the remote participation of the International Evaluator for several selected meetings.

15. The second factor that constrained the activities of the TE team, was the prolonged severe weather which affected the area surrounding the project site in Thua Tien Hue, for almost the entire implementation period of the TE. Repeated typhoons, and accompanying severe flooding, had a serious impact on this area, and rendered transportation to the area extremely difficult and hazardous. As a result, the travel of the National Evaluator to Hue had to be postponed on several occasions. Only during the final days of the TE implementation period did it become possible for the National Evaluator to

<sup>5</sup> The Zoom conferencing application was used to link computers, to enable communications between parties who were located remotely from each other.

conduct the mission to Hue. This created additional time pressures in meeting the reporting deadlines for the assignment.

## II. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

### A. Background

16. Vietnam is richly endowed with wetlands, which are among the most productive ecosystems found on Earth. Vietnam's wetlands are extraordinarily rich in biodiversity, and also provide essential ecological goods and services that support local livelihoods, and contribute to national economic development. Thirty percent of the nation's land area is wetland, and at least 39 of 42 different wetland types, as defined by the Ramsar Convention,<sup>6</sup> are found here.

17. Vietnam has established an extensive national system of protected areas (PAs) to conserve its biodiversity assets, but wetlands are under-represented in the PA system. This project was designed with the purpose of strengthening the national PA system by addressing specific biogeographic gaps in wetland coverage, and to overcome deficiencies in wetland PA management. Also among its aims are to strengthen the PA system by tailoring policy and regulatory frameworks for the specific characteristics of wetlands, and to put in place a sub-system administration for wetland PAs.

18. The project has been designed to engineer a paradigm shift to manage wetland PA sites and activities in the immediate landscapes, to address both direct threats to biodiversity at the wetland sites, and those emanating from the landscape. This is because wetland PAs, as compared to other terrestrial PAs, are highly vulnerable to impacts from activities outside their borders (e.g., through water abstraction and pollution), which can undermine vital ecosystem functions within the PAs. Central to the project objective was the establishment of two new PAs covering two globally-important wetland sites: (i) the Tam Giang-Cau Hai Wetlands Conservation Area (WCA) covering 21,620 ha in Thua Thien Hue Province in central Viet Nam; and (ii) the Thai Thuy WCA covering 13,696 ha<sup>7</sup> in Thai Binh Province in northern Viet Nam (location and site maps in Figure 2). Furthermore, the project is intended to ensure that management of the WCAs is effectively embedded into systems for sustainable management of linked landscapes.

19. The project received funding through a grant from the GEF of USD 3,180,287, with cofinancing of USD 14,891,600 from government, UNDP, and other sources, for a total project value of USD 18,071,887.<sup>8</sup>

---

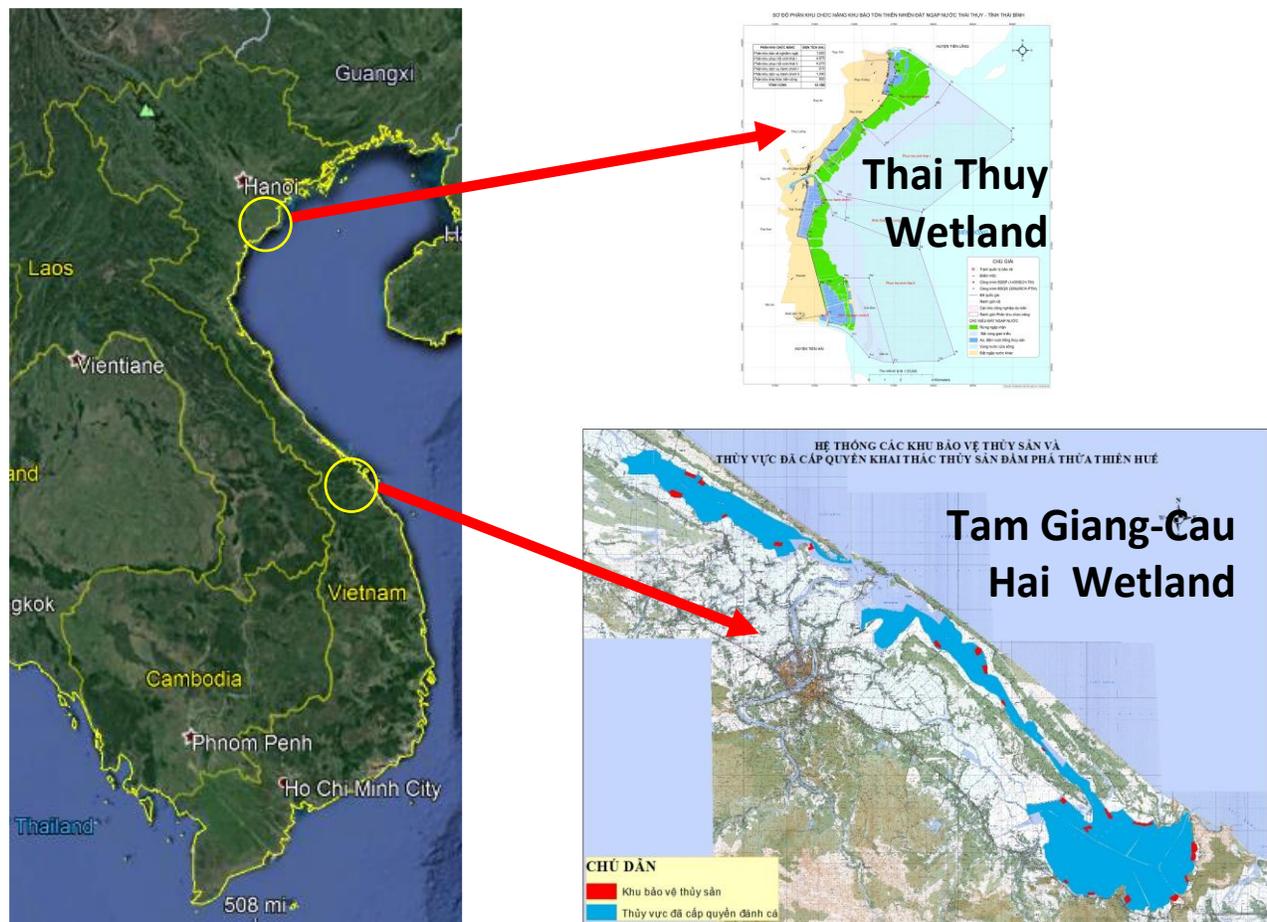
<sup>6</sup> The Ramsar Convention on Wetlands of International Importance especially as Waterfowl Habitat is an international treaty for the conservation and sustainable use of wetlands. It is also known as the Convention on Wetlands.

<sup>7</sup> As discussed later within this report, the area originally proposed for the WPAs was reduced in order to accommodate planned development objectives of the two provincial governments.

<sup>8</sup>United Nations Development Programme. 2013. Conservation of Critical Wetland Protected Areas and Linked Landscapes. Project Document. Socialist Republic of Viet Nam.

---

Figure 2. Tam Giang-Cau Hai and Thai Thuy Wetlands Conservation Areas



Source: Google Earth, Project files

## B. Project Framework

20. As presented in the project's Logical Framework/Results Framework,<sup>9</sup> the project has the following **objective**:

*To establish new wetland protected areas and to create capacities for their effective management to mitigate existing and emerging threats from connected landscapes.*

21. The achievement of the objective is dependent upon successful removal of barriers that prevent the effective conservation and sustainable use of Viet Nam's wetlands. Project interventions to overcome these barriers were organized into two inter-related components that reflect the GEF's focus on system-level solutions and on influencing behavioral change at different levels.

22. The two project **components** are as follows:

- **Component 1** focused on overcoming the existing gap in Viet Nam's otherwise impressive national PA system, namely the inadequate representation of wetland ecosystems, which are

<sup>9</sup> Ibid.

being increasingly threatened by other economic sectors. In order to do so, activities under Component 1 were centered on developing systemic capacity at national and subnational levels for the establishment and effective administration and management of a subsystem of wetland PAs in Viet Nam, which was previously lacking. For historical reasons, MONRE, the agency with state responsibility for wetland biodiversity conservation, had no prior experience of establishing, administering or managing PAs either nationally or at site level through its provincial arm, the Department of Natural Resources and Environment (DONRE). There is also limited capacity within the wider provincial governments for planning and managing wetlands specifically to maintain and strengthen biodiversity values, although this is also of critical importance since PAs within a single province's boundaries are established and managed by the concerned Provincial People's Committee (PPC). Therefore, under Component 1, the aim of the project was to develop capacity for effective wetlands conservation planning, administration and management both within MONRE and DONRE as well as within other key sections of provincial and district level-government, through the following inter-related strategies:

- formal training on selected aspects of wetlands biodiversity planning and management as well as 'learning-by-doing', i.e., through the actual process of establishing two new WCAs; and
  - by improving coordination and collaboration and thus synergies between the work of different government departments and agencies both at national and provincial levels.
- **Component 2** addressed the lack of capacity among key stakeholders from government to local communities to effectively identify and manage threats to wetlands arising from activities and interventions within the wider landscape, particularly upstream in the catchments of their water sources, but also in terms of key breeding and feeding sites for migratory species. Effective wetlands management requires an approach that explicitly takes into account ecological and economic connections within the wider landscape. However, these critical linkages and the implications of wetlands degradation and loss are often poorly understood. There is also often limited knowledge of the potential tools available for managing and mitigating threats to wetlands biodiversity and promoting sustainable use and conservation. Component 2 was designed to address this particular barrier through a combination of:
    - 1) increasing understanding of the economic benefits of wetlands and the landscape-level linkages critical to their long-term sustainability;
    - 2) developing capacity to apply a range of mechanisms and tools for mainstreaming wetlands conservation and sustainable use principles into broader land use governance and development planning frameworks; and
    - 3) developing the capacity of local agriculturists and fishers to adopt practices and techniques that are more wetlands biodiversity-friendly with a particular focus on threats arising from rice cultivation, aquaculture, and fishing.

23. The project worked along three parallel lines: (i) at the national level, to fill the gaps and address the systemic weaknesses mentioned above; at the provincial and district levels within Thua Thien Hue (TTH) and Thai Binh (TB) provinces, working with the local government agencies within relevant sectors; and (iii) by working in close coordination with communes and local communities at two pilot sites—the Tam Giang-Cau Hai coastal lagoon and surrounding landscape in TTH, and Thai Thuy coast and surrounding landscape in TB. These two sites were selected during project preparation through a

---

process of applying objective criteria validated through national and local stakeholder consultations and field visits.

24. It was intended that the delivery of these two components would result in the following two **outcomes**:

- **Outcome 1:** New wetland PAs and relevant systemic capacities for their effective management established (total cost: US\$ 11.1 million; GEF US\$2.0 million; Co-financing US\$ 9.1 million)
- **Outcome 2:** Integrity of wetland PAs are secured within the wider wetland connected landscapes (Total cost: US\$6.05 million; GEF US\$1 million; Co-financing US\$ 5.05 million)

25. Activities under these two outcomes were focused at three levels of intervention:

- i) working with national public institutions and agencies, particularly within MONRE, to develop systemic, institutional, and individual capacity for establishing and administering a subsystem of wetland PAs, which will be known as Wetland Conservation Areas (WCAs);
- ii) working with provincial- and district-level public institutions and agencies to develop institutional and individual capacity for site-based and landscape-level wetland planning, conservation and management; and
- iii) site-level engagement with local stakeholders, including local communities, to implement measures for the conservation and sustainable use of two demonstration WCAs.<sup>10</sup>

26. Under Outcome 1, the following **outputs** were identified:

- 1.1: New and updated national policy, regulatory and planning frameworks for wetland conservation;
- 1.2: Strengthened national capacity for administration of WCAs;
- 1.3: Two new WCAs established and operational; and
- 1.4: Strengthened provincial capacity for wetlands conservation and management and sustainable use.

27. Under Outcome 2, the following **outputs** were identified:

- 2.1 Increased understanding and knowledge about wetlands values, sustainable use and management across the wider landscape;
- 2.2 Wetlands conservation and sustainable use mainstreamed into key provincial plans; and
- 2.3 Reduced threats to biodiversity from local livelihoods.

28. In pursuing the stated objective, outcomes, and outputs, the project is consistent with GEF Biodiversity focal area Objective BD1: Improve Sustainability of PA Systems; and Outcome 1.1: Improved management effectiveness of (existing and) new protected areas. The project will also institute mechanisms for sustainable financing of these protected areas, thereby directly contributing to Outcome 1.2: Increased revenue for protected area systems to meet total expenditures required for management and Output 3: Sustainable financing plans. Component 2 of the project also contributes to Objective BD2: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors, as the project is supporting the integration of biodiversity considerations into land use management in critical landscapes linked to wetland protected areas. Especially relevant under BD2 are Outcome 2.1: Increase in sustainably managed landscapes and seascapes that integrate

---

<sup>10</sup> The foregoing section describing the project objective, components, and outputs is extracted from the ProDoc.

biodiversity conservation and Output 2: National and sub-national land-use plans that incorporate biodiversity and ecosystem services valuation.

29. The Wetland PA Project began implementation on 09 June 2015. A Midterm Review was concluded on 07 January 2019. The duration of the project was approximately 5 ½ years, and project operations were concluded by 31 December 2020. The Terminal Evaluation was conducted during the final months of the project and this TE Report has been submitted on 19 March 2021 for UNDP CO review and clearance.

#### Key Partners

30. A number of key partners played critical roles throughout the course of the project implementation. The functions and roles of these partners are presented in Table 1.

**Table 1. Roles and Responsibilities of Key Project Partners, Viet Nam Wetlands PA Project**

PARTNERS	ROLES & RESPONSIBILITIES
<b>INTERNATIONAL/MULTINATIONAL</b>	
United Nations Development Programme (UNDP) Country Office	UNDP works in about 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP helps countries to develop policies, leadership skills, partnering abilities, institutional capabilities and build resilience in order to sustain development results. In Viet Nam, The UNDP – Viet Nam partnership officially started in 1978. Since then UNDP has been working closely with the Government and other partners to expand peoples' choices ensure equal access to opportunities for all. UNDP-Viet Nam has served as the Executing Agency for the project, and has provided guidance and oversight of all project activities. In line with the objectives articulated through the Sustainable Development Goals, one of the key areas of focus for UNDP-Viet Nam has been environmental sustainability. Much of the organization's work in this area (such as the current project) has been supported through funding provided by the Global Environment Facility.
<b>NATIONAL</b>	
Ministry of Natural Resources & Environment (MONRE)	MONRE has many responsibilities and functions in the natural resources and environmental arenas, including responsibility for management of biodiversity and wetlands conservation. Since the passage of the 2008 Biodiversity Law, this also includes responsibility for overseeing the establishment and administration of wetland PAs. MONRE's Biodiversity Conservation Agency (BCA) was established in 2008 to implement the Biodiversity Law, <sup>11</sup> while its Institute of Strategy and Policy on Natural Resources & Environment (ISPONRE) undertakes research and develops policy.
<b>Within MONRE:</b>	
Institute of Strategy and Policy on Natural Resources & Environment (ISPONRE)	ISPONRE is the policy advisory unit of MONRE, in charge of strategy and policy development and research activities. The ISPONRE mandate covers all sectors within MONRE. The Institute has lead responsibility for conducting research and related work on reviewing, revising and developing environmental protection laws and regulations, policies and management mechanisms, planning, and biodiversity conservation measures as directed by the Minister. Among other things, ISPONRE was assigned responsibility to develop important legal documents including the Law on Environmental Protection (2005), the Law on Biodiversity (2008), the National Strategy for Environmental Protection until 2020 and vision toward 2030, and Resolution of the Party on responding to climate change (Resolution 24). ISPONRE

<sup>11</sup> In 2018, the name of the Biodiversity Conservation Agency changed to the Nature and Biodiversity Conservation Agency.

PARTNERS	ROLES & RESPONSIBILITIES
	<p>was responsible for development of National Strategy for Sustainable Marine Resources and the 5 Year Plans for Natural Resources &amp; Environment, Government Action Plan for Implementing Resolution 24.</p> <p>ISPONRE served as implementing agency of the project. ISPONRE has provided technical support to project activities relating to policy revision and development, ecosystems services valuation and institutionalization of new models for wetlands Pas, within the policy framework for wetlands conservation.</p>
<p>Viet Nam Environment Administration (VEA)</p>	<p>VEA is a subsidiary body under MONRE, established to advise and assist the Minister in the field of environment management and to provide public services in compliance with the law. Regarding biodiversity, VEA is implementing nationwide survey, inventory, monitoring, and assessment of biodiversity; assessing trans-provincial or transboundary degraded ecosystems and proposing measures to conserve, rehabilitate and maintain sustainable use of biological resources. Along with ISPONRE, VEA's Nature and Biodiversity Conservation Agency (BCA) has been assigned jointly to implement the project.</p>
<b>Within VEA:</b>	
<p>Nature and Biodiversity Conservation Agency (BCA)</p>	<p>BCA is responsible for the implementation of the biodiversity conservation provisions of the Biodiversity Law in cooperation with other ministries. BCA is the operational focal point of the CBD, Ramsar Convention, Cartagena Protocol on Biosafety, and Nagoya Protocol on ABS. Institutionally BCA is the agency authorized for preparation of NBSAP, biodiversity master planning, and reporting of biodiversity. BCA has served as co-implementing partner in this project together with ISPONRE.</p>
<b>Other Government Stakeholders:</b>	
	<p>Other government stakeholders have had occasional but relatively minor involvement in project activities throughout the course of its implementation. These have included among others, the following</p> <p>—within MONRE: Pollution Control Department (PCD), Department of Waste Management and Environment Promotion (DWMEP), Viet Nam Administration of Seas &amp; Islands (VASI), Department of Water Resource Management (DWRM);</p> <p>--within Ministry of Agriculture &amp; Rural Development (MARD): Directorate of Fisheries (DOF), Department for Capture Fisheries and Resources Protection (DCFRP), Viet Nam Administration of Forestry (VNFOREST), Research Institute for Forest Ecology and Environment (RIFEE), The Viet Nam Institute of Meteorology, Hydrology and Environment (IMHEN)</p>
<b>Local Government:</b>	
<p>Provincial People's Committees (PPCs)</p>	<p>PPCs are headed by a Chairman and supported by Vice-Chairmen for each major sector including a Vice Chairman for Natural Resources &amp; Environment. PPCs play a major role in provincial development and sector planning and implementation. They are responsible for coordinating the biodiversity conservation activities of various line departments at the provincial (and city) level. PPCs currently have management responsibility for most Special Use Forests and Marine Protected Areas. PPCs also have an important role in ensuring that biodiversity is integrated into sectoral plans and programs at the local level.</p> <p>The project has worked with Thua Thien Hue PPC and Thai Binh PPC to establish wetlands conservation areas in Tam Giang-Cau Hai and Thai Thuy, respectively. PPCs are also responsible for coordinating the activities of provincial departments to implement the management mechanism in newly established WCAs</p>

PARTNERS	ROLES & RESPONSIBILITIES
District and Commune People's Committees (DPCs / CPCs)	District and Commune PCs are important in supporting local socioeconomic development and play an important role in overseeing and supporting development activities in their districts and communes. Thus, DPCs and CPCs have a key role to play in terms of ensuring environmental sustainability, particularly in relation to activities such as fishing, aquaculture, rice farming and other forms of production and resource exploitation that potentially can negatively impact wetlands. DPCs and CPCs have been key project partners at the site level, particularly in relation to implementing activities targeting at reducing threats to biodiversity arising from current livelihood practices.
<b>Provincial Departments:</b>	
Department of Natural Resources & Environment (DONRE)	DONRE is the provincial-level counterpart of MONRE and thus the agency responsible for managing natural resources and environment at the provincial level (including issues related to biodiversity). Currently a key part of DONRE's responsibilities are on land administration. DONRE also undertakes activities on pollution monitoring. DONRE now plays an increasing role in supporting biodiversity management generally. In the context of the project the DONREs in the two target provinces have assisted the PPCs to establish and manage two new wetlands conservation areas. The DONREs are the primary technical government partners of this project.
Department of Agriculture and Rural Development (DARD)	DARD is the provincial level counterpart of the Ministry of Agriculture and Rural Development at the National Level (MARD). It has an important role to play in wetlands management given its responsibilities for the agricultural and fisheries and aquacultural sectors. DARD also has considerable experience of managing PAs cross Viet Nam and of establishing aquatic reserves in one of the project demonstration sites. DARD also has greater manpower and is thus very important at the local level for ensuring wetlands biodiversity conservation. They have played an important role as a project partner at the local level.
Local communities & Community-based Organizations, e.g. Fisheries Associations (FA), Farmers Unions, Women's Unions and Youth Union	Local communities have been key participants and beneficiaries of the project. Their involvement has been sought in the planning and management of the new wetland PAs in Tam Giang-Cau Hai and Thai Thuy. At the local level in Tam Giang-Cau Hai lagoon, a number of local Fishers Associations exist, which had been active in several aspects of wetland management and conflict resolution. They have been actively involved in the project. Viet Nam also has social organizations such as Farmers Union, Women's Union, Youth Union, and Veteran's Union at community level and these have been involved to varying degrees.
Government & Academic Research Institutions	A number of universities and research institutes have strong environmental research units with knowledge and experience relevant to this project. The College of Economics – Hue University contributed their relevant research results as inputs of the wetland project for TG-CH WCA profile, and contributed comments and suggestions to the project at technical workshops and meetings held in Hue and Ha Noi. The College also provided staff time for TG-CH baselining and Community Engagement activities. The contributions of the Research Institute for Forest Ecology and Environment came through allocation of staff time (in particular for valuation activities), and their participation in project technical training workshops and meetings. In addition, relevant research results of the Institute were made available as inputs to the wetland project. In addition to the above, two other institutions that were engaged in the project included the Viet Nam Institute of Meteorology, Hydrology and Environment (IMHEN), and the Center for Natural Resources and Environmental Studies (CRES). They provided consultation services in social, economic, and environmental research and surveys, particularly relating to the biodiversity and livelihoods of Thai Thuy and Tam Giang - Cau Hai

PARTNERS	ROLES & RESPONSIBILITIES
	wetlands and linked landscapes. In addition, they contributed to the formulation of legal documents relating to wetlands protection, and helped to develop and conduct technical training for the project.
Local & International NGOs	The project has built upon the work done on wetlands conservation in Viet Nam by both local and international NGOs. WWF was one of the first international NGOs working in Viet Nam. WWF has worked closely with the Vietnamese government since the 1990s on a diverse range of environmental issues and implemented field activities across the country. Prior to the project, WWF has supported a project in TTH on mangrove planting and biodiversity conservation. WWF is also working on communication, education and awareness raising, and has been a source of technical inputs for the project. During the project implementation, IUCN has participated in co-organizing related events of wetland project (i.e the event of Celebration of 2017 World Wetlands Day and Spring Tree Planting in Thai Binh). IUCN also participated in the technical workshops and provided comments for project outputs and shared experiences on organizing communication activities. Their inputs, including relevant studies, publications and training results on strengthening management capacity of WPAs in Viet Nam, have very usefully contributed to the finalization of the wetland products such as the communication strategy and other reports. In addition, IUCN has joined with ISPONRE and TH Group Joint Stock Company to establish Viet Nam Business for Environment (VB4E) – an alliance engaging businesses in protecting the environment and conserving nature’s value in Viet Nam. Viet Nature Conservation Centre (Viet Nature) is a national NGO that has developed out of BirdLife International’s work in Viet Nam over 20 years through its Viet Nam Programme. Viet Nature has considerable experience and knowledge of globally significant birds in Viet Nam through its work on Important Bird Areas and associated bird surveys including at the proposed project sites. Viet Nature’s expertise has proven particularly relevant to project activities, especially those related to developing wetlands monitoring programs, community engagement, and ecosystem-services assessment.

### III. FINDINGS

31. This section presents the key findings of the TE, based on the research that has been conducted and information gathered through review of project documents, interviews with stakeholders, and site visits to the two project areas. For those criteria where ratings are required, the ratings have been assigned according to scales detailed in the GEF/UNDP Guidance document. The rating scales are also provided in Annex H

#### A. Project Design / Formulation

32. The project Results Framework was assessed in terms of the soundness of its design. This included analysis of the indicators, targets, assumptions and risks that were incorporated into the framework.

#### Indicators and Targets

33. The guidance for UNDP/GEF projects requires establishing indicators according to “SMART” criteria, i.e., they should be **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**ime-bound, i.e., “S.M.A.R.T.” Reviewing the indicators in the project framework showed that in general, the SMART attributes are adhered to. A few comments regarding these attributes are as follows:

- **Specific**: at first glance, a number of the indicators are expressed in general, non-specific terms. For example, for Outcome 1, the indicator "changes to major wetlands-related policies, laws and plans" is quite broad and open-ended. However, in combination with the accompanying targets in the framework, the indicator becomes quite specific. In this case, the targets include completion of revised wetlands inventory, replacement for Decree 109, and completion of a Wetlands Action Plan. The same situation applies for many of the other indicators in the framework.
- **Measurable**: the indicators that are provided are usually tied to delivery of tangible products, and thus are measurable. In many cases, the targets that are provided are also quantifiable, (e.g., improvements in numeric METT scores, increases in hectareage of protected areas). One particular indicator, however, proved quite difficult to measure. This was the indicator which required measurement of the catch per unit effort (CPUE) of rabbitfish (*Siganus*) in TG-CH WPA, for Outcome 2. The requirements for measuring CPUE were beyond the resources and capacity of the local stakeholders, and thus could not be met.
- **Achievable**: when establishing indicators, it may be quite challenging to envision whether or not a particular target can be achieved by the end of the project, and indeed, indicators and targets that are quite ambitious, yet are ultimately achieved, usually reflect a sound project design. This was in fact the case for many of the targets established for the project.
- **Relevant**: Relevance is usually an element which is inherent in most project components, and thus the indicators, too, are usually relevant. It is unusual to find indicators that are not relevant, and all the indicators for the project framework are relevant.
- **Timebound**: Because all targets are specified as "end of project," all the indicators are timebound.

### **Assumptions and Risks**

34. In the context of the project Results Framework, assumptions are significant factors that affect or are likely to affect the successful achievement of the project objective. The assumptions for this project are well articulated and logical. Many of the assumptions that are presented in the framework emphasize the importance of having strong commitment to protecting wetlands biodiversity, and having a good level of understanding of the important values, goods and services which wetlands provide, and which benefit many stakeholders. For example, the assumptions include statements about the commitment of national and provincial governments to "investing in wetlands management, sustainable use and conservation", and the importance of ensuring a good understanding of the significant "benefits and values of ecosystem services and the consequences of their degradation and loss." As such, the assumptions included in the framework have helped to guide and determine the project activities and outputs.

35. Typically, risks are external factors which can adversely affect the accomplishment of the intended project outcomes, and achievement of project benefits, yet which are unexpected or fall outside the influence of project interventions. Most of the risks included in the Results Framework conform to this definition. For example, climate change and institutional structural weaknesses (as stated in the framework, "government institutions unable to agree") are two such external factors that are identified. However, other risks are mentioned, which might have actually been influenced by, and benefited from, the actions of the project. For instance, a risk is mentioned with respect to possible ineffectiveness of NWWG and LWWGs, but actions taken under the project could directly influence the effectiveness of these working groups. Similarly, another risk states that the perceived benefits to be gained from unsustainable uses which cause wetlands degradation and loss, might outweigh the ecological costs.

---

Yet through the awareness-raising interventions promoted by the project, it is possible that this perception may have been changed. Thus, it is concluded that a more rigorous framing of the risks presented, might have helped to further strengthen the project framework.

### **Other Project Design Considerations**

36. While the project Results Framework as presented in the Project Document (ProDoc) is generally adequate, several shortcomings in the framework were identified during the midterm review (MTR). As reported in the management response to the MTR, ISPONRE/BCA worked with UNDP to review the project results framework and to take appropriate corrective actions, as needed. While project management did not necessarily make changes in the results framework itself, more importantly, they focused on addressing the key actions needed to ensure that the desired outputs and outcomes could be achieved. Thus, for example, while it was recommended that gender sensitivity be better integrated into the framework, this was accomplished, in a more tangible way, by taking steps to ensure that greater effort would be made to promote gender participation in project activities. This approach seemed to adequately address the design shortcomings identified in the MTR.

37. In addition to the consideration of gender equality, the TE report noted other cross-cutting benefits, most notably for climate change adaptation such as better climate resiliency, resistance to storm waves, stabilization of shorelines would likely be gained through improved health of mangroves as part of landscape with an area of 377,162ha covered by development plans adopted by provincial authorities, taking into account avoidance, mitigation, and compensation of impacts on wetlands.

38. While the original ProDoc's target on the issuance of the Decree No.66/2019/ND-CP dated July 29th, 2019 was fully achieved which supports the establishment of the WCAs, it was also distributed to all provinces for reference and implementation in best practices in sustainable conservation and use of wetlands. The project, hence, likely contributes to environmental and legal/regulatory additionality.

39. One key element of the project design process, which is requisite for all GEF-supported projects, and which can help to ensure project relevance, is building on lessons learned from other relevant projects. In Section 2.3.1 of the ProDoc ("Coordination and Related Initiatives"), similar or related projects are discussed, and it is mentioned that lessons have been drawn from these projects, to inform the design of the Wetland PA project. However, no specific lessons are presented or cited, so it is difficult to ascertain the extent to which such lessons may have contributed to project design.

40. In addition, taking the views, perspectives, and knowledge of stakeholders into account as part of the project design process is critical for promoting stakeholder support and ownership for the project. The Stakeholder Involvement Plan (in Annex 3 of the ProDoc) described the stakeholders who were involved in project conceptualization and design, and the mechanisms through which they were engaged during the preparation of the project (e.g., workshops/consultations, field visits, meetings with stakeholders and communities). This suggests that stakeholders were adequately consulted during the design of the project. As reported in PIRs and other project documents, and as verified through consultations held during the TE, a fairly robust program of stakeholder engagement has continued throughout the implementation of the project. This is exemplified by the fact that stakeholder involvement, through the consultation process, was essential for the establishment of the two new WPAs and development of supporting legal documents.

41. The design of the project management arrangements follows guidance set forth in the UN's Harmonized Programme and Project Management Guidelines (HPPMG). Within MONRE, ISPONRE was designated as the national implementing partner (NIP), represented by the Project Management Unit (PMU), and responsible for day-to-day implementation of project activities. ISPONRE also oversaw the implementation of activities by the BCA. ISPONRE was responsible for mobilizing all national and

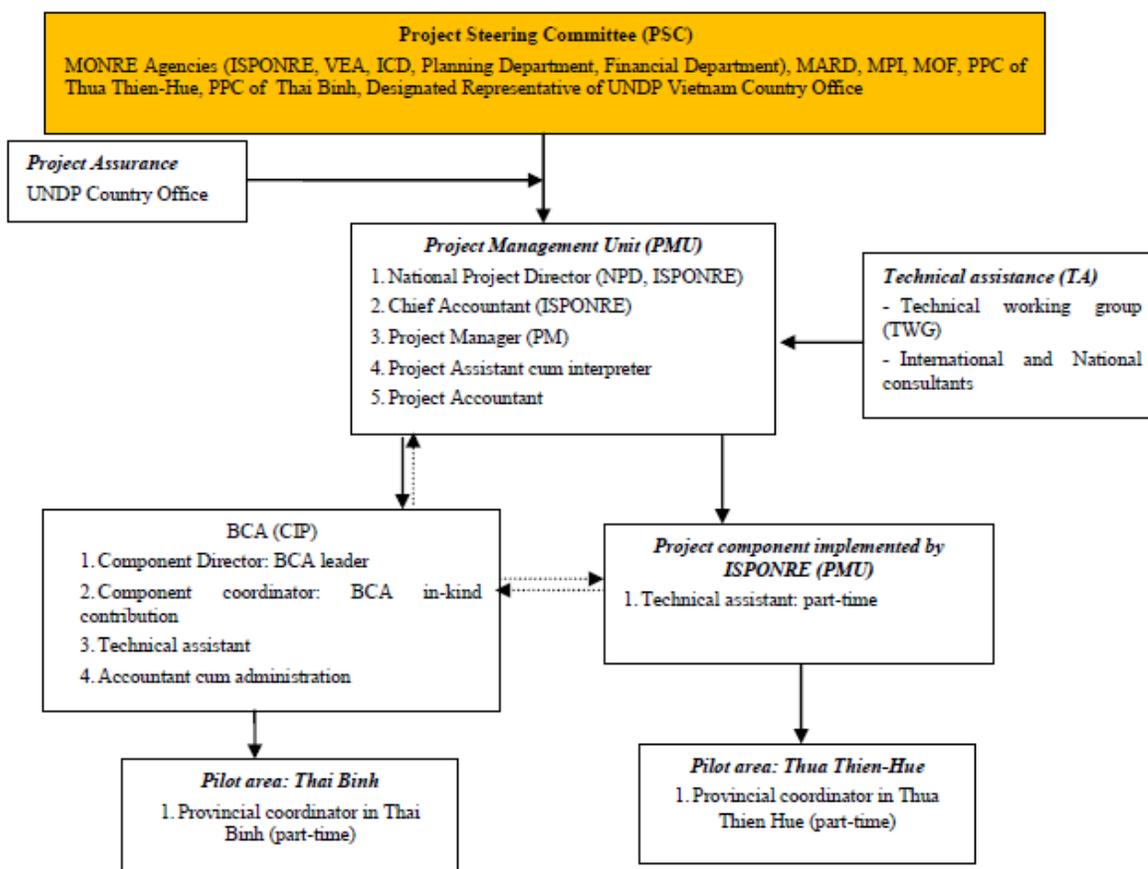
---

international inputs and collaborating with other MONRE agencies to support project implementation, and organizing project activities in accordance with the agreed work plan.

42. The BCA, an agency of the Vietnam Environment Administration (VEA) under MONRE, was designated as co-implementing partner (CIP) for the project and had responsibility to develop the legal documentation on wetland management and conservation. Project operations and administration were coordinated by the PMU based within ISPONRE. In addition to having responsibility for the above-mentioned documentation functions, BCA established another project operations center, designated as a sub-PMU. Responsibilities for coordination of field activities were shared between ISPONRE and BCA, with ISPONRE taking primary responsibility for establishment and operationalization of the Tam Giang-Cau Hai WPA, and BCA assuming a lead role in guiding the creation and operation of the Thai Thuy WPA. The diagram in Figure 3 presents the project management arrangements in a schematic format.

43. These organizational arrangements were set forth in the ProDoc, and it was envisioned that the various agencies would be able to work together smoothly. Nonetheless, some difficulties arose with respect to the refunding of tax to ISPONRE and BCA.<sup>12</sup> However, these issues were ultimately resolved by 2019-2020.

**Figure 3. Project Management Arrangements**



Source: ProDoc

<sup>12</sup> During the MTR,, it was reported that both the PMU and the sub-PMU had problems in claiming VAT refund from the government.

## B. Project Implementation

### 1. Adaptive management

44. To a large degree, adaptive management of the project depends upon utilizing information from the project M&E system to first identify potential weaknesses, and then taking corrective actions in order to keep the project on-track and moving along a trajectory that will lead towards accomplishment of the project objective and outcomes. For this project, one of the clearest opportunities for taking corrective actions in an adaptive manner, arose from the MTR, which offered several recommendations for such corrective actions. Key recommendations of the MTR addressed issues relating to such aspects as (i) delays in approval process of the project annual workplan, TORs, procurement plans and process, (ii) inter-sectoral information sharing and cooperation/collaboration in wetland management, (iii) monitoring and reporting of the implementation progress, and (iv) long-term financing to support sustained wetland conservation efforts. The management response, as well as the subsequent actions that were undertaken in the final period of project implementation, demonstrated that many of the recommendations were followed, and that the project adapted to necessity in responding to challenges—in fact, of 10 management recommendations, 8 were fully agreed to. Table 2 summarizes the actions undertaken by management in response to the MTR recommendations.

45. Further details regarding some of the key adaptive steps taken during the course of project implementation were as follows:

- Compromises were made in order to resolve difficult issues that arose with respect to establishment of the Thai Thuy WPA in Thai Binh. In the early phases of the project, there were differences of opinion regarding the area to be set aside for conservation purposes in the WPA. Because of the overlap of areas of the proposed WPA with an area which had already been included within the provincial master plan for economic development, conflicts arose that threatened to prevent the accomplishment of this critical project objective. The situation was ultimately resolved by the parties coming to an agreement to reduce the size of the WPA and economic zone, in order to ensure that economic development and biodiversity conservation targets could be harmonized. The original proposed WPA area of 13,100 hectares (ha) was subsequently reduced to 6,560 ha, with the remainder of the original area (6,540 ha) designated as “linked landscapes.”<sup>13</sup> While this was a significant downsizing in the conservation area of the WPA, without taking this step, it is possible that the goal of establishing the WPA might not have been realized. Additionally, the area designated as linked landscape is subject to improved protection of biodiversity, by means of the mainstreaming achieved through incorporation of wetland conservation objectives into provincial sectoral plans and district development plans. Furthermore, as mentioned in the 2020 PIR, wetland areas surrounding the TT WPA are also under protection of other relevant and applicable laws including the Law on Biodiversity, Law on Fisheries, Law on Forestry, and Law on Environment Protection (among others). The Thai Thuy WPA case can serve as a model for the harmonization of nature conservation and economic development.<sup>14</sup>

---

<sup>13</sup> According to the 2020 PIR: “By April 12, 2019 the provincial Standing Committee has ratified the establishment of TT WPA... Leaders of Thai Binh PC, MONRE and UNDP had agreed that there would be no overlap between the land for TT WPA and Thai Binh economic zone. Thai Binh working group (established under Decision 3053/QD-UBND) and UNDP consultant have worked together to identify options for demarcating the boundaries of TT WPA and TB economic zone as well as assess the impact from the economic zone setup to the biodiversity of TT wetlands. By January, 2019, the boundary of TT WPA had been identified and agreed among Thai Binh authority with a total area of 6,560ha.”

<sup>14</sup> It has been reported that in some other provinces (as well as in other countries), it was not possible to establish a protected

---

- Where it was considered beneficial, a shift was made for certain functions (e.g., procurement) to be conducted according to a direct implementation modality (DIM), vs. a national implementation modality (NIM). These shifts in modality were not universal, but rather, confined to a few targeted actions. For procurement, this shift resulted in reducing delays and improving efficiency.

**Table 2. Management Responses to MTR Recommendations**

	<i>Recommendation</i>	<i>Management Response</i>	<i>Actions Taken / Comments</i>
1	Extend the project timeframe	Agreed	Justification prepared, approved by GEF
2	Strengthen communications and awareness activities	Disagreed	Communications strategy already included detailed activities and budget, no action taken
3	Ensure greater interagency cooperation and interaction	Mostly agreed	Efforts taken for NWWG and LWWGs to meet more frequently
4	Strengthen the harmonization of wetlands conservation within provincial plans and policies	Agreed	UNDP/ISPONRE/BCA worked with Thai Binh PPC and DONRE on the establishment of the Thai Thuy WCA, in harmonization with establishment of industrial zone; worked with DONRE and related departments in TTH and TB to mainstream wetland conservation into provincial plans
5	Ensure that business planning is a key feature of Wetland Conservation Area planning	Agreed	ISPONRE/BCA worked with DONRE to develop business plan for incorporation into the operation plan/management plan of WCAs in TB and TTH, finalized and submitted plan
6	Promote gender-sensitive development	Agreed	Gender integrated into project AWP annual targets for activity planning, implementation, monitoring and reporting
7	Expand range of options for livelihood enhancement (e.g., value chains, certification and branding, etc.)	Agreed	ISPONRE/BCA work with DONRE/DARD to identify the possibility expansion of livelihood options . The activities on livelihood will be led by the provincial center for agriculture promotion.
8	Review project management modality: NIM vs. DIM	Agreed	In 2019 and 2020 AWPs, activities planned with consideration of direct technical support needed from UNDP; those activities determined to need direct UNDP support planned as DIM with sufficient budget allocation
9	Ensure sustainability of NWWG/LWWGs in guiding future wetland conservation efforts	Agreed	Coordination by BCA with NWWG to (i) develop operational workplan, (ii) ensure adequate budget allocation for NWWG/LWWGs, and (iii) promote participation of LWWGs in all project

area for nature conservation, due to a far stronger priority given by government administrations for economic development. The project has demonstrated that, with sufficient political will, and effort given to educate decision-makers, it is possible to find ways to reach compromises which enable PAs to be established while also allowing economic development to proceed.

	<i>Recommendation</i>	<i>Management Response</i>	<i>Actions Taken / Comments</i>
			activities
10	Review project strategic results framework, and revise as needed	Agreed	ISPONRE/BCA cooperated with UNDP in reviewing project results framework, to be revised as needed; no changes made to project outputs and outcomes but rather, steps taken to ensure that key outputs and outcomes achieved

- Steps were taken to strengthen the project framework. This was done without making changes to the project objective and outcome statements, but rather, by focusing on key actions needed to ensure the key outputs and outcomes would be achieved (see Paragraph 24, above).
- Both TT and TG-CH provinces are frequently affected by extreme weather events. In early 2016, the weather in Thai Thuy was extremely cold, so the monitoring and observation indicators of the baseline study in Thai Thuy were much different from those observed during this period. In November 2017, heavy rain and flooding affected the progress of monitoring in TG-CH. At the end of 2019, heavy rainfall led to unstable conditions for traditional clam culture, and affected the progress of testing a sustainable clam culture model. To adapt to these weather-related issues, it was sometimes necessary to interrupt field activities during extreme weather events. This in turn required the timeframes for those activities to be extended, in order to allow them to be fully completed, so that the stated objectives could be achieved.

46. In addition to the adaptive responses mentioned above, in its final year, the project was also faced by another challenge due to the impacts of the coronavirus pandemic. Project implementation was significantly affected by COVID-19 (e.g., the postponement of various trainings/ workshops/ conferences) which delayed the overall delivery of the project. No PSC meeting was held during this period either. The regular coordination meetings among PMU (ISPONRE), CIP (BCA) and the project sites were not organized, especially those in the field--this affected the project’s overall progress. Despite these difficulties, the project managed to keep on-track (albeit at a somewhat slower pace) during this period.

47. Taking all these factors into account, it is concluded that the project was quite successful in recognizing weaknesses and challenges; adapting to difficult situations; and making necessary corrections along the way.

## **2. Partnership arrangements**

For the Wetland PA project, stakeholder participation was a country-driven effort, and one which proved to be quite successful in developing a strong sense of ownership among participants. The project demonstrated effective partnering with a number of key stakeholders. Such partner relationships enhanced, and indeed, were essential to, the effective performance of the project. Good working relationships were established with the following entities, among others: non-governmental organizations (NGOs), academia, civil society, and independent consultants; the DONREs in two provinces; district-level agency personnel; commune officials; and agricultural extensionists. The roles and responsibilities of these key stakeholders have been described in Table 1.

48. A good example of stakeholder engagement is found in the work undertaken with local community partners at TG-CH lagoon. Here, the community has become actively involved in the management and conservation of wetlands. With the establishment of fishery associations and patrol teams, the community is now fully supportive of discontinuing the use of destructive fishing gear, and

enhancing environmental protection to maintain the fishery resources in order to ensure sustainable livelihood income. In TG-CH lagoon, 23 fishery protection zones have been established and are directly managed under 25 fishery associations. The fishery associations are working in close cooperation with local authorities. This arrangement for co-management of PAs and natural resources enhances community sense of ownership, and strengthens their accountability. Utilizing people who reside in the immediate project area for patrolling and monitoring functions reduces response time when incidents occur. Also, local community members, who possess rich traditional knowledge and skills, are both the beneficiaries and the prime actors for wetland and biodiversity conservation in PAs such as the TG-CH WPA.

49. As described above, the work undertaken by the project in providing new and improved livelihood opportunities proved an effective mechanism for engagement of stakeholders, especially at the community level. Participation of stakeholders across a wide spectrum was also achieved through additional mechanisms, especially through the project's training and awareness raising programs.

### **3. Project Finance**

50. Several financial aspects of the project may be considered as part of the TE, including:

- i. Financial management and administration;
- ii. Project financing and co-financing; and
- iii. Financial sustainability.

51. Financial sustainability is discussed in greater detail in Section III.C.7., below. An evaluation of financial management and project co-financing follows.

#### **Financial management and administration**

52. An in-depth assessment of financial processes for the project was carried out at the midterm. As stipulated in contractual documents, funds for project expenses flowed from UNDP, to ISPONRE, and to BCA. ISPONRE and BCA had their PMU and sub-PMU, respectively, and each of these had an accountant, who monitored financial issues. ISPONRE and BCA entered into contracts with coordinators in each of the two provinces (one person per province), who were paid directly. All activities implemented in the two provinces were managed by ISPONRE or BCA; contracts were executed with partners in each of the two provinces by the two agencies.

53. The PMU submitted quarterly implementation reports to UNDP, and these were the basis of budget transfers to ISPONRE and BCA. The budget transfers sometimes were delayed because of delays in preparing and submitting the implementation reports. Other problems which arose with budget disbursements were as follows:

- Bidding procedure: Due to some recently enacted new policies and laws, the processing for bidding packages, even small ones, was a lengthy process. The PMU had to get an annual bidding plan approved by MONRE. This too, required time, and if not properly planned ahead of time, caused delays.
- VAT: Assessment and payment of VAT caused problems and in some cases delayed project activities.

54. Periodic independent financial audits and spot checks were conducted. According to these reviews, in general, project financial controls were adequately established and functioning well. The Project followed a number of required financial regulatory mechanisms, including: (i) regulations of the Government on the management and use of overseas development assistance (ODA) funds; (ii), regulations of UNDP's Harmonized Program and Project Management Guideline (HPPMG); (iii) the

---

Project's operation regulations; and (iv) covenant agreements with the Donor. The Project maintained sufficient supporting documents and vouchers as approved by the Project Director. The Project had a document retention policy that conformed to UNDP's requirements. The segregation of duties within the Project structure was adequate.

55. In conclusion, throughout the implementation of the project, most of the financial audit findings and recommendations were received and acted upon immediately by PMU. However, there were some issues which required more time to resolve, such as bidding procedures, delayed disbursements, and VAT refunds. Since these issues affected the implementation of project activities, considerable effort was made by UNDP and the implementing partners to address them, in order to ensure smooth operations and the achievement of the project's objectives as planned.

**Project financing and co-financing**

56. Several partners were named as co-financiers for the project; the majority of their contributions were in-kind. It should be noted that these partners participated in project activities and contributed to the project in a number of ways. For example, these partners provided technical inputs, attended workshops and meetings, and commented on documents and project reports.

57. Final figures for project financing and co-financing are shown in Table 3. The Table includes the contributions of GEF and project co-financing partners, compares the planned contributions vs. actual expenditures, and provides brief explanatory notes.

**Table 3. Project Financing/Co-Financing Summary**

No.	Source	Fund Type	Planned (USD)	Actual (USD)	Explanation
I	GEF	ODA	3,180,287	3,180,287	
II	Co-financing				
A	Government	In-cash/in-kind	16,397,200	40,538,452	
(i)	MONRE	in-cash	20,000	20,000	Based on actual contribution of agencies throughout staff time for project implementation, facilities for trainings, workshop of projects; other projects and legal documents on wetland and biodiversity being inputs for project reports
		in-kind	3,505,600	7,850,982	
	ISPONRE (MONRE)	in-kind	442,000	1,613,908	
	Vietnam Environment Administration (VEA, MONRE)	in-kind	3,063,600	6,237,074	
(ii)	Thua Thien Hue Province's	in-kind	2,924,000	7,038,119	Based on actual contribution of

	People Committee				<i>provinces throughout local staffs working for project implementation; facilities for project trainings, workshops, events and other local projects funding by government as well as other international organizations on wetland and forest</i>
(iii)	Thai Binh Province's People Committee	in-cash		130,787	
		in-kind	6,442,000	17,647,582	
<b>B</b>	<b>UNDP</b>	in-cash	<b>1,000,000</b>	<b>1,000,000</b>	
<b>C</b>	<b>Others</b>	in-kind	<b>1,020,000</b>	<b>1,300,000</b>	
(i)	Research Institute for Forest Ecology and Environment	in-kind	100,000	80,000	<i>Based on actual contribution of organizations throughout their staff time for reviewing and commenting on project reports; their research results, trainings and workshop of wetland in general and project in particular</i>
(ii)	IUCN	in-kind	400,000	240,000	
(iii)	WWF	in-kind	70,000	130,000	
(iv)	Hue University	in-kind	450,000	850,000	
	<b>TOTAL</b>		<b>21,597,487</b>	<b>46,018,739</b>	

Sources: ProDoc, UNDP, ISPONRE, BCA.

#### 4. Risk Management

58. For GEF projects, several principal categories of risk have been identified, which must be addressed for effective project implementation, and to ensure project sustainability. These categories of risk are: financial, institutional, social-economic, and environmental risks, and these aspects are considered in detail in the discussion on Sustainability in this report (Section III.C.7., below).

59. In the Wetlands PA Project, risks were regularly reported in periodic project documents, especially the annual PIRs. As per UNDP policy, the Country Office is responsible for completing the Risk Management section of the PIR in consultation with the Regional Technical Advisor (RTA). Before updating the PIR, the Country Office must update project-level risks in the Atlas Risk Register in line with UNDP's enterprise risk management policy and have a detailed discussion with the RTA on risk

management. Next, the Country Office must enter the 'high' risks identified in the Atlas Risk Register as well as any other 'substantial' risks from the Atlas Risk Register identified by the RTA as needing to be addressed in the PIR. Moderate and Low risks do not need to be entered in the PIR Risk Management section.

60. The PIRs discuss the most important risks, and also provide an overall risk rating. Examples of some of the specific risks which were commented upon in the PIRs were the following:

- Slow work planning approval process;
- VAT refunds;
- Delay in establishment of the two WCAs;
- COVID-19 related delays;
- irregular functioning of Project Steering Committee.

61. In the most recent PIRs (2019 and 2020) no critical or significant risks were identified. In general, the TE team finds that the mechanism for reporting on risks encountered during the course of project implementation provided an adequate mechanism for identifying risks and for formulating and applying appropriate adaptive responses in a timely manner.

## 5. Monitoring and Evaluation

62. A conventional M&E framework was identified during the design of the project, and was detailed in the ProDoc. This included such standard features as:

- Review of key project elements during Inception phase
- Annual submission of AWP, PIRs
- Maintenance of logs (e.g., issues log, risks log, lessons learned log),
- Presentation of quarterly progress reports
- Mid-term review
- Annual audit reports
- Management effectiveness tracking tools (METT)
- Terminal evaluation

63. Review of the project documents indicates that in general, the M&E system was adhered to. For the most part, required reports were produced on-time, and to an acceptable level of completeness and quality.

64. As far as the implementation of the M&E system, one element where there were shortcomings, was the preparation of the required METT. Delays were encountered in obtaining completed tracking tools, both for the MTR, and for the TE. This did affect the ability of reviewers and evaluators to fully assess these important aspects of the project, in a timely manner. In the case of the mid-term METT, preparation was significantly delayed, for the simple fact that the WPAs had not yet been established, thus it was not feasible to assess the management effectiveness for these facilities. But by the time of the TE, the baseline and midterm METTs were available. The final METT was ultimately received a few days before the conclusion of the TE. The METTs are provided as Annex I.

65. In summary, the design of the M&E system at entry was **SATISFACTORY (S)**. Although delays occurred in preparing the midterm and final METTs, implementation of other M&E functions was carried out in a timely manner. Overall, it is therefore considered that M&E implementation was also **SATISFACTORY (S)**. As intended, the elements of the M&E system were utilized to guide the adaptive management of the project. Thus an overall rating of **SATISFACTORY (S)** is applied to the project M&E.

---

## 6. UNDP and Implementing Partner implementation / execution

66. The majority of stakeholders expressed satisfaction with the way in which the project was executed and implemented by UNDP and ISPONRE/BCA, respectively. Coordination between UNDP and the implementing partners was smooth, as was coordination between the PMU/sub-PMU and local counterparts at the provincial, district, and community levels.

67. There were, however, several areas of weakness in implementation that were assessed. One of these was regarding delays in disbursements, especially during the earlier stages of the project (discussed in Section III.B.3., above). Following the MTR, efforts were made to circumvent this issue, by UNDP taking on greater responsibility in coordinating disbursements. While this effort did not fully resolve the problem, it may have contributed to at least some improvement in the speed of disbursements.

68. A second implementation matter concerns the Project Steering Committee (PSC). Both the 2019 and 2020 PIRs report that the PSC did not hold any of its regular meetings since the time of the MTR. However, project management personnel report that this deficiency was offset by outreach efforts of the Deputy Minister of MONRE, who served as Chairman of the PSC. The Chairman decisively directed and participated in critical meetings with the provincial leaders to resolve emerging issues related to WPA establishment. Key personnel of the PMU and sub-PMU have strongly expressed the opinion that only with the political commitment of the PSC Chairman was it possible to achieve the objective of establishing the two new WPAs. The same holds true for the engagement of two other PSC members in the two provinces, whose commitment to the negotiation process was key to the success of the project.

69. Taking these factors into consideration, the quality of execution by UNDP is rated as **SATISFACTORY (S)**, and the quality of implementation is also rated as **SATISFACTORY (S)**. This results in an overall cumulative rating for implementation and execution of **SATISFACTORY (S)**.

### C. Project Results

#### 1. Overall Quality of Project Outcomes

70. In evaluating the overall project outcomes, it is helpful (and indeed, necessary) to measure the performance of the project against the project objective and outcomes, as presented in the logical framework/strategic results framework. Therefore the project objective and outcomes are again stated below:

*OBJECTIVE: To establish new wetland protected areas and to create capacities for their effective management to mitigate existing and emerging threats from connected landscapes.*

*Outcome 1: New wetland PAs and relevant systemic capacities for their effective management established*

*Outcome 2: Integrity of wetland PAs are secured within the wider wetland connected landscapes*

71. Overall, notable progress in achieving the project objective and outcomes has been made, and it can be reported that, in the final year of the project, the main targeted objective and outcomes have largely been accomplished.

---

### **Enabling conditions**

72. In addition to accomplishment of the main project objective, a number of key enabling conditions have been put in place, that will continue to support improvements in wetlands management in the future. Details of these accomplishments are as follows:

73. ***Establishing 2 WCAs in 2 provinces:*** The process for establishing the two WCAs was prolonged due to discussions to resolve conflicts and harmonize conservation issues and economic development concerns of the local governments as well as the investors for the two areas. With the efforts of the project participants, MONRE leader, UNDP Viet Nam, as well as the leaders of TB and TTH provinces, the two WCAs were established (Thai Thuy WPA was established through Decision 2514/QD-UBND dated 6 September 2019; TG-CH WCA was established under Decision No.495/QD-UBND dated February 20th 2020 of Thua Thien Hue Provincial People's Committee).

74. ***Establishing mechanisms for effective management:*** Biodiversity Monitoring Programs (BMPs) for both TT and TGCH WCA were developed, using Biodiversity Monitoring Indicators (BMIs) that reflect the typical characteristics of the WCAs. The adoption of the BMPs and BMIs will support strengthened management of wetland biodiversity of the WCAs going forward. Results from baseline monitoring will be used for tracking changes in the status of biodiversity in the WCAs over time, and will support decision-making on appropriate management solutions by the designated authorities responsible for management of the areas.

75. ***Issuance of Decree:*** Decree no. 66/2019/ND-CP dated 29/7/2019 was issued to replace Decree 109/2003/ND-CP. The circular guiding implementation of Decree no.66/2019/ND-CP, as well as a draft 5-year National Wetlands Action Plan, have been finalized and are in process of approval.

76. ***Mainstreaming wetland management and sustainable use into provincial development planning processes for two provinces:*** The main contributions of the project toward biodiversity and wetlands mainstreaming are presented in Section III.C.6., below.

### **Capacity-building**

77. One of the very important elements of the project design, intended to ensure that project benefits could be sustained beyond the life of the project, concerned interventions which were undertaken to build capacity, develop skills, and share knowledge. These interventions included the following:

- A capacity and training needs assessment (CTNA) was conducted at the national level;
  - National-level training courses were conducted on wetland management and conservation for wetland-related central government officers under MONRE and MARD;
  - In addition, the project conducted an update of the capacity development scorecard regarding the capacity of MONRE to implement wetlands-related policies, legislation, strategies and programs, with the result that the score increased from 21 percent to 55 percent, due to training on wetland conservation and management;
  - Trainees also included lecturers from universities or institutions that offer a wetland/biodiversity curriculum; thus skills have been improved among teaching staff who instruct students who will in turn become wetland or natural resources management practitioners;
  - A training manual was finalized and is ready for printing and distribution to a wider targeted audience;
  - Ramsar handbooks were translated into Vietnamese for editing and printing, to be distributed together with the training document to government officers working in the field;
-

- Additional capacity-building was conducted at the provincial level.

### **Supporting sustainable livelihoods**

78. Another aspect of the project design, captured in Output 2.3, under Outcome 2, is to reduce threats to biodiversity from local livelihoods. Support was provided under the project to promote sustainable livelihood options, thus contributing to the reduction in threats to biodiversity. Among the specific actions undertaken, which contributed to this target, were the following:

- Successful aquaculture livelihood models were implemented in TTH. This included activities such as mullet/shrimp/seaweed and shrimp/crab/mullet polyculture, and fish cage culture. Average profit per household was reported at over 20 million VND. In addition to the economic benefits, the model also raised the awareness of participants and their communities, for the need to protect the environment.
- The promotion of income generation models also provided an opportunity to focus on gender issues, specifically, the role of women in aquaculture. The project engaged with the local Women's Union in design and implementation of livelihood activities. This helped ensure that women are given an equal opportunity to participate in planning and implementation of livelihood activities and opportunities for income generation.
- In Thai Do Commune, Thai thuy District, Thai Binh province, the project supported training for growing clam and developing the value chain for marketing of products.

79. It was noted that, while the livelihood development activities produced tangible benefits, and were much appreciated by participants, further assistance in developing the value chain, and in bringing products to market, is required.

### **Project outputs, indicators, and targets**

80. Table 4 presents the project objective, as well as the outputs which comprise the two project outcomes. Comments summarizing the status of accomplishment of the outputs are also provided. This information is further broken down in greater detail, in Table 5. In this table, for each of the component outputs, the indicators and targets are presented. The specific results relative to each target are then enumerated.

---

**Table 4. Summary of Project Objective, Outcomes and Outputs**

Project Component		Assessment / Comment
<b>Project Objective:</b> To establish new wetland protected areas and to create capacities for their effective management to mitigate existing and emerging threats from connected landscapes		
<b>Outcome 1:</b> New wetland PAs and relevant systemic capacities for their effective management established	<b>Outputs:</b> 1.1 New and updated national policy, regulatory and planning frameworks for wetland conservation 1.2 Strengthened national capacity for administration of wetland conservation areas (WCAs) 1.3 Two new wetland conservation areas (WCAs) established and operational 1.4 Strengthened provincial capacity for wetlands conservation and management and sustainable use	All outputs generally accomplished; refer to Table 5 and TER text for additional details
<b>Outcome 2:</b> Integrity of wetland PAs are secured within the wider wetland connected landscapes	<b>Outputs:</b> 2.1 Increased understanding and knowledge about wetlands values, sustainable use and management across the wider landscape 2.2 Wetlands conservation and sustainable use mainstreamed into key provincial plans 2.3 Reduced threats to biodiversity from local livelihoods.	All outputs generally accomplished; refer to Table 5 and TER text for additional details

**Table 5. Project Indicators, Targets and Final Progress Assessments**

INDICATOR	END OF PROJECT TARGETS	FINAL PROGRESS ASSESSMENT <sup>15</sup> / COMMENT
<i>Project Objective</i>		
Coverage of natural wetlands within the Wetlands Conservation Area-subsystem	Flooded grasslands and savannas – 14,474 ha	22.3 ha – far below original target; during the project implementation, many negotiations between relevant stakeholders, especially between MONRE and the two PPC leaders, were conducted to harmonize the wetland conservation goal and economic development goals. The remaining areas of wetland types in TT and TG-CH were incorporated as part of the WPA buffer zones and linked landscapes
	Mangrove – 3,024 ha	1,159.3 ha – somewhat below target
	Estuaries – 17,816 ha	3,022.3 ha – well below target, but additional 2,392 ha of tidal flats and 625.8 ha of seagrasses incorporated into WCAs for protection
Ecosystem Health Index (EHI)59 monitoring systems for monitoring wetland health developed and in place for WCA sub-system with a focus to reduce threats	Development of EHI and adoption at the sub-system WCA level	EHI for the two WCAs finalized in 2016  Biodiversity Monitoring Program with set of Biodiversity Monitoring Indicators developed for TT and TG-CH WCAs in 2019
Hectares of landscape where impacts on wetland	At least 310,300 hectares covered by provincial development plans/provincial	377,162 ha covered by development plans in the two provinces, taking into account avoidance, mitigation, and compensation of impacts to wetlands

<sup>15</sup> As of 2020 PIR.

INDICATOR	END OF PROJECT TARGETS	FINAL PROGRESS ASSESSMENT <sup>15</sup> / COMMENT
biodiversity are avoided, mitigated or offset	sector development plans where standards and guidelines supporting wetland values integrate effectively preventing impact on wetland biodiversity	
<b>Outcome 1</b>		
Changes to major wetlands-related policies, laws & plans	A revised wetlands inventory and database using a unified classification system	Revised wetlands inventory developed by VEA in 2016
	A new decree (& associated legal guidance) to replace Decree 109 that supports an ecosystem-based approach to wetlands management & emphasises importance of wetlands-related ecosystem services	Decree No. 66/2019/ND-CP of 29 July 2019 issued; guiding circular for Decree No. 66 issued
	A 5-year Wetlands Action Plan towards 2020	a wetland national action plan being processed for official approval
Capacity of MONRE to implement wetlands-related policies, legislation, strategies and programmes as measured by the Capacity Development Scorecard	> 45%	Score on capacity scorecard increased from 21% to 55%
Extent (ha) of the two areas formally proclaimed and managed as the Tam-Giang Cau Hai WCA and Thai Thay WCA	21, 620 ha as the TGCH WCA; 13,696 as the TT WCA	<p>TG-CH WPA: 2,071.5 ha first phase 17,945 ha buffer zone 69,684 ha linked landscape</p> <p>TT WPA: 6,560 ha WPA 6,540 ha linked landscape</p> <p>Strictly speaking the achieved WPA areas fell below the targets. However, counting buffer zones and linked landscapes, the area for TG-CH far exceeded, and the area for TT fell only slightly short of, the targeted areas. For TT, the establishment of the WPA only came after prolonged negotiation and advocacy efforts in the face of resistance from opposing economic development interests. Establishment of the WPA might not have been realized, without compromising and downsizing of the proposed area.</p>
Income from various sources for the management of the WCA PA Subsystem	Income from various sources covers at least the recurrent costs of TGCH WCA and TT WCA as defined by the business plans developed for each	<p>TTH PPC Decision No 494/QD-UBND established that funding for operation of TG-CH WPA derived from the following sources:</p> <ul style="list-style-type: none"> <li>• Funds from state budget allocated to the operation of the protected area from the provincial budget</li> <li>• Funds mobilized from international and domestic partners through specific cooperation activities</li> <li>• Budget of socialization from enterprises, organizations and stakeholders that are exploiting and using resources from Tam Giang-Cau Hai Wetland Protected Area</li> </ul> <p>TT Management Board responsible for management of TT and Tien Hai WPAs:</p>

INDICATOR	END OF PROJECT TARGETS	FINAL PROGRESS ASSESSMENT <sup>15</sup> / COMMENT
		<ul style="list-style-type: none"> <li>• TTMB Budget of VND 834.418 million secured for 2020</li> <li>• Forest protection and lease budget of about VND 821.6 million secured for 2020</li> <li>• Upon full establishment of TT Management Board, business plan will be implemented to generate income for WPA operations</li> <li>• Recurrent costs of TT WPA currently secured from State budget</li> </ul>
METT scores in each of TGCH WCA and TT WCA	TGCH WCA: > 40%; TT WCA: > 40%	TT WPA: Midterm METT score: 26 Final METT score: 65 (150% improvement)  TG-CH WPA: Midterm METT score: 29 Final METT score: 71 (145% improvement)
<b>Outcome 2</b>		
Biodiversity conservation strengthened through monetary and non-monetary valuation of ecosystem services	EIAs of any major development activity in Thua Thien-Hue and Thai Binh Provinces include sections referring to impacts on environmental services as a result of widely communicated assessment of the value of Tam Giang-Cau Hai and Thai Thuy wetlands' ecosystem services	Ecosystem services valuation studies for TT and TG-CH WPAs completed in 2017  Biodiversity Impact Assessment (BIA) conducted in Thai Binh to evaluate potential impacts of industrial and economic development on wetlands ecosystem and biodiversity
Threats reduced by mainstreaming biodiversity conservation and the PA system within the sectoral and development planning frameworks, indicated by effective intersectoral coordination and plans incorporating BD conservation measures.	Two Local Wetlands Working Groups with good representation from key stakeholders and experts established and supporting WCA Management Boards & PPCs more generally in TTH Province and TB Province to strengthen application of key standards & regulations that support wetlands conservation and sustainable use	LWWGs established and operational in both of the target wetland areas
	Four Provincial Sector Plans (Thai Binh Province: Agriculture and Aquaculture sectors; Thua Thien Hue Province: Agriculture and Fishing sectors) incorporate wetland biodiversity friendly standards for application in relation to activities under that sector	<u>Thai Binh:</u> <ul style="list-style-type: none"> <li>• close coordination between project and economic zone management board</li> <li>• Decision 1486/QD-UBND of 2019 presents vision on economic development including protection and sustainable use of coastal forests</li> <li>• Provincial resolution No. 34/NQ-CP of 2018, with:               <ul style="list-style-type: none"> <li>○ provisions concerning wetlands conservation integrated into relevant sector plans and provincial plans</li> <li>○ Budget estimates for implementing provincial biodiversity planning</li> <li>○ People's Committee approval of management plans for Tien Hai and Thai Thuy WPAs</li> </ul> </li> </ul> <u>Thua Thien Hue:</u>

INDICATOR	END OF PROJECT TARGETS	FINAL PROGRESS ASSESSMENT <sup>15</sup> / COMMENT
		<ul style="list-style-type: none"> <li>Mainstreaming of wetland conservation into multi-sector regulation for Huong River integrated management</li> <li>Decision No. 850/QD-UBND for adjustment of provincial land use plan to 2020</li> <li>Economic development and conservation mainstreaming as an input to formulate “Master Plan for development of Tam Gian-Cau Hai lagoon in TTH Province to 2020, Vision to 2030”</li> </ul>
	<p>6 District Development Plans zone the different land use types within the WCAs and remaining areas within district boundaries. Zoning includes prescriptions for strict protection areas among others seagrass beds, mangrove and mudflat protection zones.</p>	<p>Thai Binh (At District Level):</p> <ul style="list-style-type: none"> <li>approval of Thai Binh economic zone master plan to 2040 with vision to 2050</li> <li>medium term investment plan for Thai Thuy district including infrastructure improvements in the Thai Thuy WPA buffer zone</li> </ul> <p>Thua Thien Hue (At District level):</p> <ul style="list-style-type: none"> <li>land use planning to 2020 of Quang Dien District</li> <li>land use planning to 2020 of Phu Vang District</li> <li>land use planning to 2020 of Phu Loc District</li> <li>land use planning to 2020 of Phong Dien District</li> <li>land use planning to 2020 of Huong Tra commune</li> </ul>
<p>Level of water pollution levels around O Lau in TGCH &amp; Thuy Trong in TT as a result of improved agricultural &amp; aquacultural practices</p>	<p>Reduction in pollution level against the baseline levels. Targets to be agreed in Year 1</p>	<p>Baselines updated</p> <p>Two surveys conducted in pilot monitoring of TG-CH WPA—water quality adequate for the purpose of supporting wetland biodiversity</p> <p>For Thai Thuy WPA, pilot biodiversity monitoring conducted in 2018 and monitoring by DONRE in 2019 and 2020, showed that water quality is within accepted national standards</p>
<p>Extent of coverage of clam culture on the intertidal mudflats in Thai Thuy WCA</p>	<p>No increase in clam culture on the intertidal mudflat</p>	<p>Leasing of tidal flats for clam culture is currently halted, thus no increase in clam culture has occurred</p>
<p>Effort of <i>Siganus</i> in TGCH WCA as a result of further establishment of aquatic reserves and Fishery Associations, ensuring use of appropriate gear and enforcing existing regulations on destructive gear and fishing practices</p>	<p>Increase in Catch per Effort of <i>Siganus</i> against the baseline</p>	<p>Indicator and target are not relevant and suggested to be removed from the results framework—capture of natural mature <i>Siganus</i> is negligible</p>

Sources: ProDoc, PIR 2020

81. From the information presented in Tables 4 and 5, it can be ascertained that, while there were some shortfalls in fully delivering expected results for specific outputs, with one notable exception,<sup>16</sup> these were fairly minor. For the most part, the expected results were largely accomplished.

**Overall quality of project outcomes**

Shortcomings directly related to the project outcomes have already been discussed, most notably,

<sup>16</sup> As shown in Table 4, the end-of-project target for coverage of flooded grasslands and savannas was 14,474 ha, but only 22.3 ha was achieved towards this target. While the discrepancy is large, when taken in the context of the project as a whole, the shortfall in this single parameter does not detract significantly from the overall accomplishments of the project.

the fact that, as a compromise, the area of the WPAs as originally proposed, needed to be reduced. This concession was necessary, in order to ensure that the goal for the formal establishment of the WPAs could be realized. Despite this shortcoming, the achievements for advancing the objective of conserving the wetlands in the two target provinces, as enumerated above, have been quite significant. This leads to a rating of **SATISFACTORY** being assigned for the overall quality of project outcomes.

## 2. Relevance

82. The project was highly relevant. This was demonstrated by a high degree of consistency with a range of legal, policy, and planning instruments and guidelines, which have been established at various levels (e.g., international agreements, national laws and policies, provincial and other local-level plans and regulations, etc.). Examples of the key instruments, with which the project shows close alignment, are the following:

- UN Agenda 2030 Sustainable Development Goals (SDGs) Nos. 13, 14, 15;
- UNDP One Strategic Plan (OSP) 2017-2021 (Focus Area 2: Ensuring Climate Resilience and Environmental Sustainability);
- UNDP Country Programme Document (CPD) for Viet Nam 2017 – 2021 (Outcome 2: Low-carbon, resilient and environmentally sustainable development);
- GEF Biodiversity focal area Objective BD1: Improve Sustainability of PA Systems--Outcome 1.1: Improved management effectiveness of (existing and) new protected areas; Outcome 1.2: Increased revenue for protected area systems; Output 3: Sustainable financing plans;
- GEF Biodiversity focal area Objective BD2: Mainstream Biodiversity Conservation and Sustainable Use into Production Landscapes, Seascapes and Sectors—Outcome 2.1: Increase in sustainably managed landscapes and seascapes; Output 2: National and sub-national land-use plans that incorporate biodiversity and ecosystem services valuation;
- National Portfolio Formulation Exercise for the use of GEF-5 STAR resources;
- Biodiversity Law of 2008;
- Decree No. 109/2003/ND-CP on the Conservation and Sustainable Development of Wetland Areas;
- Viet Nam NBSAP, wherein wetlands in general, and Tam Giang-Cau Hai Lagoon specifically, are identified as priorities for conservation.

83. In light of the strong conformance of the project to the principles set forth within these and other major legal, policy, and planning instruments, the project is rated as **RELEVANT (R)**.

## 3. Effectiveness

84. Effectiveness is the extent to which the project's objectives were achieved or are expected to be achieved. Effectiveness also describes the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently, and in a sustainable manner<sup>17</sup>.

85. The project encountered a number of significant obstacles in its early years, which threatened to obstruct the accomplishment of its main goals and objectives. Through significant effort, compromise, and application of an adaptive management approach, project management succeeded in turning this

---

<sup>17</sup> Refer to Section III.C.7 for a detailed discussion of Sustainability.

---

situation around. This included (among other things) the enactment of a new wetlands Decree and circular, and ultimately, the establishment of the two target WPAs in Thai Binh and Thua Thien Hue provinces. It is noteworthy that it became possible to achieve these positive results, albeit rather late in the project cycle.

86. Given the fact of these strong accomplishments, while at the same time taking into consideration the delay in achieving them, leads to a rating for project effectiveness of **SATISFACTORY (S)**.

#### **4. Efficiency**

87. Efficiency is a measure of how economically resources and inputs (funds, expertise, time, etc.) are converted to results. Efficient project implementation thus depends upon:

- Minimizing waste or unnecessary utilization of resources;
- Minimizing delays due to financial administrative procedures;
- Creating/capitalizing on opportunities for leveraging of resources.

88. Financial audit reports do not indicate that there were any instances of critical or significant waste of resources.

89. However, evidence suggests that some delays in implementation occurred, which were due mostly to the length of time needed to complete financial administrative processes. These processes were streamlined in the latter phases of project implementation, which helped to some degree to avoid further loss of time and waste of resources.

90. Regarding leveraging, while the original targeted co-financing support was valued at USD 14,911,600 (as calculated from Table 2), the actual value of co-financing contributed by the end of the project was calculated to be USD 34,987,470, almost entirely as in-kind support. The co-financing contributions of MONRE, as well as the Provincial People's Committees in both provinces, far exceeded their expected levels (more than double in all cases). From the GEF perspective, this strong leveraging of GEF resources represents a high level of funding efficiency.

91. Based on the above, the rating for project efficiency is **SATISFACTORY (S)**.

#### **5. Country ownership**

92. Country ownership for the project was strong. This could be attributed, at least in part, to the use of the national implementation modality (NIM) for conducting the project. Under the NIM, ISPONRE and BCA were required to take a lead role in managing project activities. This fostered strong ownership, while at the same time providing personnel of those agencies the opportunity to strengthen and develop skills for management of a large-scale and complex conservation project—this in turn strengthens their capacity to replicate or scale-up such efforts, both for continuing the benefits of this project, and to apply such skills to other new projects and initiatives in the future.

93. Ownership is further demonstrated and reinforced through the success of the project in contributing to biodiversity mainstreaming (further discussed in the next section). This is because mainstreaming gives proof that commitments have been made to institutionalize the gains and accomplishments of the project with respect to biodiversity conservation.

#### **6. Mainstreaming**

94. As enumerated in the section on Relevance (Section III.C.2., above) a number of existing instruments at the international and national levels already reflect a commitment by the Vietnamese government to the mainstreaming of biodiversity and wetlands conservation objectives. Where the

---

project made a significant further contribution to mainstreaming was more site-specific, through new instruments for protection of wetlands that were developed at the provincial level.

95. In TTH province, the project supported local government agencies to mainstream wetlands management and sustainable use into provincial development plans and planning activities, including:

- Resolution No.72/NQ-CP dated June 6th 2018 on adjustment of land use planning until 2020;
- Land use plan (2016-2020) of Thua Thien Hue province;
- Five land use plans of Quang Dien, Phu Vang, Phu Loc, Phong Dien and Huong Tra districts (Decision No.1233/QD-UBND dated May 20th 2019; Decision No.1386/QD-UBND dated June 8th 2019; Decision No.938/QD-UBND dated April 13th 2019; Decision No.847/QD-UBND dated April 3rd 2019; Decision No.1087/QD-UBND dated May 4th 2019);
- Support for the Department of Planning and Investment (DPI) of TTH province to identify use zones, and propose relevant effective instruments for mainstreaming economic development and conservation as an input to formulate the "Master plan for development of Tam Giang - Cau Hai lagoon in TTH province to 2020, vision to 2030."

96. In TB, the project supported the province in conducting a review and providing guidelines and recommendations for integrating wetland conservation and sustainable use into legal documents, plans, and planning processes, in Thai Thuy district and in Thai Binh province as a whole. These actions have resulted in the creation of the following legal, policy, and planning instruments:

- Official Letter No. 1898/STNMT-CCB (July 25, 2019) issued by the Department of Natural Resources and Environment of Thai Binh province, to report on efforts to integrate the conservation and sustainable use of wetlands within the Thai Binh legal and policy framework;
- A Resolution adjusting land use planning (Resolution No. 34/NQ-CP, "Approval of adjustment of land use planning of Thai Binh province until 2020") issued on 7 May 2018;
- Integration of wetland conservation into relevant sectoral plans, provincial plans, and budget estimates for implementing provincial biodiversity planning, and advisories for the Provincial People's Committee, for approval of the management plans of Tien Hai wetland PA and Thai Thuy wetland PA;
- Following Prime Ministerial Decision 36/QĐ-TTg signed in 2017, a biodiversity impact assessment to identify potential impacts on wetland ecosystems and biodiversity from industrial zone development within and near the boundaries of the planned Thai Thuy Wetland Protected Area, and to identify mechanisms to resolve the establishment of the WPA in light of conflicting land uses within the industrial and economic zone.

97. In summary, it can be stated that biodiversity mainstreaming activities have been supported in both provinces by incorporation of wetland conservation objectives into provincial sectoral plans and district development plans. Also, the project supported the establishment of Local Wetland Working Groups (LWWGs) in both locations. Thus the project made a significant contribution to the mainstreaming of wetlands biodiversity conservation, most critically, at the provincial and district levels.

## **7. Sustainability**

98. Analysis of sustainability is predicated on consideration of the risks which form barriers to maintaining the intended project benefits over time—the lower the risks, the higher the probability that project benefits will be sustained in the future. If one or more of the risk factors is too great, they can threaten the chances for the sustainability of project benefits. In the TE analysis for the Wetland PA project, the following risks are taken into account: (i) financial risks; (ii) socio-economic risks; (iii)

---

institutional and governance risks; and (iv) ecological and environmental risks. This section discusses these various risks, attempting to identify those which pose the greatest threat. Based on these analyses, ratings are assigned for financial, socioeconomic, institutional, and environmental sustainability, with the overall sustainability rating being based on consideration of the cumulative ratings for each of these components.

### **Financial sustainability**

99. Under the project, a number of steps have been taken to ensure that sufficient funding would be made available for continuing operation of the two WPAs which have been set up through the project. These include provisions in the instruments which established the WPAs, namely:

- Under Decision No.494/QD-UBND of Thua Thien Hue Provincial People's Committee, (i) funds from state budget are to be allocated to the operation of the protected area from the provincial budget; (ii) funds are to be mobilized from international and domestic partners through specific cooperation activities; and (iii) funds will be derived from enterprises, organizations and stakeholders that are exploiting and using resources from Tam Giang-Cau Hai Wetland Protected Area.<sup>18</sup>
- Currently, the recurrent costs of TT WPA are secured by state budget according to the Decision 2514/QD-UBND on the establishment of Thai Thuy WPA. The Department of Finance is responsible for advising the PPC in allocating annual budget to ensure operation of the WPA and regular operation of the management board. Therefore, annually, the Management Board will propose budget for Thai Thuy WCA activities to submit to DARD/PPC for approval. They can propose budget for the activities on conservation and sustainable use of wetlands from the environment budget line and submit to DONRE for approval. In addition, budget for the operation of the management board has been secured with 834,418,000 VND for 2020. Forest protection allocation and lease budget of about 821,580,000 VND for 2020 is secured, and currently under the management of the local authority. Once establishment of the WPA management is fully completed, including approval of operational regulations by Thai Binh PPC, the business plan shall be implemented, with expected income to be generated for the WPA.<sup>19</sup>

100. Although the above-mentioned provisions have been enacted to ensure sustained funding for WPA operations, stakeholder-informants who were consulted in the course of the TE have reported that adequate funds have not been made available, for a variety of necessary expenditures. For the Thai Thuy WPA:

- The budget for operation of the Management Board (staff salary, regular operational costs) is from the PPC. This budget is quite limited, and if the board would want to strengthen its activities (e.g. hire labor for patrolling, protection or planting of mangroves, etc.), budget increases would be necessary;
- The Project provided office equipment for the Thai Thuy WPA. The Thai Binh WPA Management Board will manage both the Tien Hai and Thai Thuy WPAs, and plans to establish offices in Tien Hai and Thai Thuy. They also plan to purchase additional equipment for these offices, but are awaiting funding from the local government to be able to do so.

101. For the Tam Giang-Cau Hai WPA:

- There is no formal Management Board which has been set up for this WPA (see further discussion under "Institutional and Governance Sustainability," below). As a result, no formal

<sup>18</sup> From 2020 PIR.

<sup>19</sup> From 2020 PIR.

budget allocations have yet been made for its functioning, nor for establishment of an office as a center for its operation. However, it is the understanding of the TE team that a proposal has been prepared by provincial personnel, for establishment of a bird protection area in the O Lau river mouth. The proposal is to be submitted to the TTH PPC, and, if approved, would provide justification for securing an operational budget for TG-CH WPA;

- The fishery sub-association is assigned to manage and protect 23 strict protection areas of the TG-CH WPA. This co-management arrangement has several benefits, i.e., it is cost-saving (avoiding the need for paying salaried staff), and it promotes greater buy-in for the project at the community level. However, the fisheries group also lacks adequate finances, to be able to purchase boats, vehicles, and other necessary equipment to support their assigned functions (e.g., patrol activities and other protection and operational functions).

102. It may be that the funding issues that are currently being faced by WPAs are, to some degree, simply a function of initial problems associated with the early-stage start-up of activities, which could be resolved over time, with increased learning and experience. Nonetheless, there is a concern that, if such problems persist, this could adversely affect the continuing operations of the WPAs. On the other hand, there is hope that, over time, in addition to receiving funding through regular government budget allocations, other revenue streams might be identified to supplement the government funds. This could include, for example, collection of visitor fees, donations, tourism taxes, payment for ecosystem services (PES), or other similar financing mechanisms.

103. In summary, through budgetary allocations from the provincial government, some support has been provided to meet the most immediate financial needs for WPA operations. However, it will also be necessary to identify and secure other funding sources, to ensure that a robust financial base is established, which can support continuing operations and management of the WPAs. Based on these considerations, the rating for financial sustainability is **MODERATELY LIKELY (ML)**.

### **Socio-political sustainability**

104. Evidence obtained from project reporting and feedback from stakeholders suggests that the project had some success in its engagement with the local community. As explained in a previous section (Section III.B.2., "Partnership Arrangements") this included participation of community groups in project activities, as well as benefits to community members as a result of the project's initiatives to provide sustainable livelihood activities.

105. One possible socioeconomic or political risk that could threaten sustainability, is if major use conflicts for the designated WPAs would arise. In the case of the Thai Thuy WPA, just such a conflict proved to be a significant barrier for establishing the WPA in the first place. However, this earlier dispute was amicably resolved through a negotiated compromise agreement. The success in reaching this compromise may pave the way for resolving any future disputes that might arise, in a similar manner. While this compromise involved a reduction in the land area to be included within the WPA, if the management of the area can be carried out successfully, it may in fact attract further investment to the area, for tourism, aquaculture, and other sustainable activities. In such a scenario, it is quite possible that provincial and district leaders would be supportive of increasing the area of wetlands to be set aside for protection in the future.

106. Because these factors are mostly favorable, a rating of **LIKELY (L)** is assigned for socio-political sustainability.

---

### **Institutional and governance sustainability**

107. One institutional risk that was noted at the MTR, was the “siloing” of functions between different government agencies at the central level—most notably, between MONRE and MARD—which weakens the beneficial impact of actions that either agency takes on its own. The mandates of the two agencies are quite closely related, and they should be complementary. If cooperation and coordination between the two agencies were closer, greater synergies might have resulted, and this in turn would lead to actions having much greater impact on the ground. While some efforts were made to encourage cooperation, these were not too successful (e.g., as noted in Section III.B.6., the performance of the PSC was at times somewhat weak—it was intended that through the PSC stronger cross-agency linkages and coordination could have occurred). Thus the tendency for the two ministries to function quite independently persisted.

108. On the other hand, largely as a result of efforts under the project, a great deal of progress has been made in putting in place appropriate legal and institutional structures to prioritize wetlands conservation generally, and more specifically, to guarantee the continued operations of the two newly-formed WPAs. With project support, Decree No.66/2019/ND-CP dated July 29th 2019 on sustainable conservation and use of wetlands has been adopted. A summary of the terms of the Decree is presented in Box 1, below. In addition, Circular No. 07/2020/TT-BTNMT guiding the new Decree, which was drafted with project support, has been issued.<sup>20</sup> Finally, the wetland national action plan has been drafted by the project consultant and handed over to BCA for processing of the official submission for approval.

---

<sup>20</sup> The Circular can be accessed at:

[http://www.monre.gov.vn/VanBan/Lists/VanBanHanhChinh/Attachments/230/07-2020-tt-btnmt\\_Signed.pdf](http://www.monre.gov.vn/VanBan/Lists/VanBanHanhChinh/Attachments/230/07-2020-tt-btnmt_Signed.pdf)

---

**Box 1: Summary of Decree No. 66/2019/ND-CP**

The Decree defines three principles as follows: 1-Conservation and use of wetlands must be realized based on the principle of getting access to the ecosystem, ensuring maintenance of structural integrity, functions, ecological characteristics and biodiversity of submerged areas; 2- Enhancement of the role and participation of the population community living on and around the submerged areas and related sides on the sustainable conservation and use of the submerged areas; and 3- Guarantee of a mechanism for sharing benefits equally and reasonably on the rights and obligations of relevant sides in exploiting submerged areas ecosystem service.

The State calls on domestic and foreign organizations and individuals and the local community to take part in such activities as: 1-Environmental protection, biodiversity conservation, protection of natural ecosystem and migrant birds at submerged areas; 2-Recovery of crucial submerged areas, natural wetland eco-system that has been degraded and overexploited, maintenance and prevention of the changes on submerged eco-system characteristics; 3-Supervision of activities on crucial submerged areas; discovering and timely reporting to functional agencies legal violations on sustainable conversation and use of key wetlands; and 4- Launching sustainable livelihood model on the environment, sustainable conservation and use of submerged areas and eco-tourism activities as regulated.

The Decree regulates the conditions of establishing a submerged area, which is classified at national and provincial levels and defined as national parks, nature reserves, species-habitat conservation zones and landscape protection zones in line with the Law on Biodiversity.

The State has released an investment encouragement policy on sustainable conversion and use of important submerged areas as well as given priority to activities that restore the living environment for endangered and rare species.

Source: Vietnam Chamber of Commerce and Industry, <https://en.vcci.com.vn/sustainable-conservation-use-of-submerged-areas>

109. At the local level, a series of legal Decisions have been approved, which have been the instruments for the establishment and operationalization of the two WPAs, and a Management Board has been formed for Thai Thuy WPA. However, one weakness in the institutional arrangement has been reported: as yet, no formal Management Board has been set up for the TG-CH WPA. Instead, an "Integrated Management Coordination Board of the Coastal Zone of Thua Thien Hue Province" has been formed. This entity, which includes representatives of relevant agencies, such as DONRE, DARD, Phong Dien District, Quang Dien district, and Huong Tra town, operates on a somewhat ad hoc basis, with members only attending meetings occasionally throughout the year. In TTH, the Leader of DONRE TTH is assigned as Acting Chairman of the Integrated Management Coordination Board and DONRE is assigned as the agency to manage the WCA. Stakeholders have reported that they believe that having a dedicated WPA Management Board, as is the case for Thai Thuy WPA, would be the preferable arrangement.

110. Despite the weaknesses mentioned here, overall, other elements of the institutional and governance framework are quite strong. Thus it is felt that these conditions justify a rating of **LIKELY (L)** for institutional and governance sustainability.

**Ecological and environmental sustainability**

111. Arguably, the premier achievement which has come about as a result of project intervention, is that two environmentally-sensitive areas of the landscape which were previously subject to uncontrolled

impacts, are now afforded protected status within two WCAs. This can help to ensure stronger conservation of the valuable wetland resources and biodiversity which are found there. Threats to wetlands have been reduced through the adoption of provincial development plans which have mainstreamed wetland conservation over some 372,000 ha, which exceeds the project target of 310,000 ha. Protection has been further strengthened by the fact that local communities living in close proximity to the WPAs now better understand the importance of the fragile biodiversity resources that are found there, due to community outreach and education programs undertaken through the project, and are participating in the conservation effort, especially by refraining from destructive practices which were common in the past (e.g., destructive fishing, cutting of mangroves, etc.). Finally, efforts currently underway to establish a bird protection area in the O Lau river mouth, if successful, would further contribute to ensuring that the ecological condition of the TG-CH Wetland PA is preserved.

112. There are of course some threats to wetland biodiversity which persist. These include, for example, the possible impacts of climate change, as well as continuing pressures for forms of economic development which might not be environmentally sustainable. However, the protections which have been put in place as a result of project actions give some confidence that ecosystem values can be maintained, and even improved, within the WPAs. As a result, it is considered **LIKELY (L)** that ecological and environmental sustainability of the project can be achieved.

#### **Overall project sustainability**

113. Taken collectively, the TE finds that the overall sustainability of the project is **Likely (L)**.

### **8. Impact**

114. GEF guidelines require that an evaluation of project impact (including consideration of progress towards achieving impact) is incorporated into the TE. The key parameters to be investigated include (i) environmental status improvement; (ii) environmental stress reduction; and (iii) progress towards stress/status change. Ratings for the three parameters are also required.

#### **Environmental Status Improvement**

115. A range of interventions initiated under the project have an influence on improving the environmental status within the natural environment of the project area. These include (among others): (i) improvements in habitat and biodiversity protection, as a result of establishment of the two WPAs; (ii) improved knowledge and awareness among community members, leading to reduction of destructive practices; and (iii) planning of protection zones for mangroves, seagrasses and mudflats.

116. Because the timeframe of the project is relatively short, when compared to the time needed to bring about measurable biophysical improvements in the natural environment, it is considered unlikely that this project, even if implemented to the highest level of effectiveness, would exhibit significant improvements in environmental status in such a short time. However, some preliminary indications suggest that environmental status is at least starting to improve. From the midterm to the concluding phase of the project, METT scores for management effectiveness showed significant improvement for TG-CH and TT WCAs, more than doubling in both cases (see Table 6, below). Also, it is quite interesting that, at least anecdotally, some positive changes in the environment were reported by community members in TTH, who stated that they saw increased numbers of migratory birds visiting the wetlands for the first time in recent memory. These positive observations may indicate the start of a trend toward improved environmental status. While these indications are not sufficient to warrant the highest rating, a rating of **MINIMAL (M)**, which is the next-highest available rating, is assigned for this criterion.

---

### **Environmental Stress Reduction**

117. The project has been successful in putting in place key elements of an enabling framework for reducing environmental stress, especially in terms of reducing conflicting uses within the areas where wetlands are found. With the formal legal designation of the two WPAs, there is greater assurance that these areas will be maintained in their natural state, rather than being used for other purposes. Any future accomplishments towards improving the condition of mangroves, seagrass beds, mudflats, and other natural features of the wetlands, will also help to reduce environmental stress. While the stress reduction realized in the WPAs thus far has been minimal, the outlook is promising that this process can continue over time. The rating applied for this parameter is **MINIMAL (M)**.

### **Progress Towards Stress/Status Change**

118. This indicator examines those impacts of the project which are transformational in nature, i.e., those that can bring about reductions in environmental stressors, or improvements in environmental status. As has already been stated in the previous discussion about environmental status and stress reduction, these two processes, as they are unfolding in the project areas, are only in their beginning stages. However, the enabling conditions that can support the continuation of these processes, have already been put in place. The project has succeeded in building a sound enabling environment based on: (i) the establishment of two new WPAs, and the protection of those areas in their natural state; (ii) the strengthening of knowledge, skills, and capacities that will support the operation of the two WPAs; and (iii) multiple other steps which have been taken to ensure the mainstreaming of wetland biodiversity conservation into decision-making, planning, and implementation as practices at the national, provincial, and district levels. As reported in the 2020 PIR, this includes the fact that “the target of reducing wetland threats has been achieved through the development of provincial development plans incorporating wetland values over some 372,000 ha, exceeding the project target of 310,000 ha.”

119. It has already been mentioned that, as part of the M&E process, tracking tools were prepared at prescribed intervals, and an analysis of the recently-completed final METT was conducted, in comparison to the midterm METT. The METT incorporates assessments in two areas, which are useful for evaluating project impact: (i) threat assessment; and (ii) management effectiveness assessment. In the METTs that were prepared, these assessments were carried out for each of the two WPAs. The results of the comparative METT analysis are presented in Table 6.

**Table 6. Results of Midterm and Final METT**

	Thai Thuy WPA (Thai Binh Province)			Tam Giang-Cau Hai WPA (Thua Thien Hue Province)		
	Midterm METT (15 Nov 2018)	Final METT (13 Oct 2020)	% Improvement (+) / % worse (-)	Midterm METT (15 Nov 2018)	Final METT (06 Oct 2020)	% Improvement (+) / % worse (-)
<b>Threat Assessment scores</b>	17	19	-12%	52	39	+25%

<b>Management Effectiveness scores</b>	26	<b>65</b>	<b>+150%</b>	29	<b>71</b>	<b>+145%</b>
--	----	-----------	--------------	----	-----------	--------------

120. As shown in the table, from the midterm to the final, the changes measured by the threat assessments were mixed, with a slight increase in threats shown at Thai Thuy WPA (and thus a 12 percent poorer score),<sup>21</sup> but with a reduction in threats at TG-CH WPA (with a 25 percent improvement in the score). Perhaps more significantly, the management effectiveness scores for both Thai Thuy and TG-CH WPAs changed dramatically from the midterm to the final, with 150 percent and 145 percent improvement, respectively. The improvement in these scores is even more impressive, when considering that the original target score for this indicator (40) was exceeded in both cases. The management effectiveness criterion is quite significant in terms of impact—the improved scores reflect the fact that, by the end of the project, a much more robust management framework had been put in place. This bodes well for the prospect of sustained effective management within the two WPAs in the years to come.

121. Because of these developments, which in general were quite positive, the progress towards stress reduction and improvement of environmental status is rated as **SIGNIFICANT (S)**.

## 9. Overall Results

122. In order to arrive at the overall rating for project results, emphasis is placed on providing a composite rating of the criteria which are components of project impact. In addition, it is the opinion of the evaluators that the other component ratings which have been assigned, should also be taken into consideration for the overall rating. For the Wetland PA Project, the primary objective of establishing two new wetland PAs was accomplished. Training and other support was provided, in order to ensure that wetlands conservation practitioners would have the skills and capacity needed to effectively manage and operate the WPAs. The project showed itself to be highly relevant, and with fairly good prospects for its sustainability over the long term. For these reasons, the overall project results are rated as **SATISFACTORY**. The complete ratings for the project are presented in Table 7, below.

**Table 7. Summary of Ratings for the Wetland PA Project**

CRITERIA	RATING
<b>1. Monitoring and Evaluation</b>	
Overall quality of M&E	<b>S=SATISFACTORY</b>
M&E design at entry	<b>S=SATISFACTORY</b>
M&E plan implementation	<b>S=SATISFACTORY</b>
<b>2. IA &amp; EA Execution</b>	
Overall quality of implementation / execution	<b>S=SATISFACTORY</b>
Quality of execution - UNDP	<b>S=SATISFACTORY</b>
Quality of implementation – Implementing Partners	<b>S=SATISFACTORY</b>
<b>3. Assessment of Outcomes</b>	
Overall Quality of Project Outcomes	<b>S=SATISFACTORY</b>
Relevance	<b>R=RELEVANT</b>

<sup>21</sup> The 2-point difference in the threats score between midterm and final METT for Thai Thuy WPA is not considered to be statistically significant. Perhaps more important is the fact that the management structure put in place for the WPA, where none previously existed, will likely contribute significantly to a reduction in threats to this wetland area over time.

CRITERIA	RATING
Effectiveness	<i>S=SATISFACTORY</i>
Efficiency	<i>S=SATISFACTORY</i>
<b>4. Sustainability</b>	
Overall likelihood of sustainability	<i>L=LIKELY</i>
Financial sustainability	<i>ML=MODERATELY LIKELY</i>
Socio-political sustainability	<i>L=LIKELY</i>
Institutional and governance sustainability	<i>L=LIKELY</i>
Ecological and environmental sustainability	<i>L=LIKELY</i>
<b>5. Impact</b>	
Environmental status improvement	<i>M=MINIMAL</i>
Environmental stress reduction	<i>M=MINIMAL</i>
Progress towards stress/status change	<i>S=SIGNIFICANT</i>
<b>OVERALL PROJECT RESULTS</b>	<i>S=SATISFACTORY</i>

#### IV. LESSONS, RECOMMENDATIONS, AND CONCLUSION

##### A. Lessons

123. A number of important lessons emerged from the project, which can be used to inform the design and implementation of similar projects in the future. The key lessons are presented below.

- Harmonizing and balancing development and conservation objectives is often challenging—gaining a full understanding of existing policies and development strategies at the national, provincial, and local level, can help in this process.*** During project implementation, a conflict emerged due to the fact that early planning for the establishment of the Thai Thuy WPA was not fully coordinated with provincial planning authorities—the province had already embarked upon planning for an economic and industrial development zone that overlapped with the area proposed for the WPA. Only through great perseverance by the project team was it possible to reach a compromise solution for establishing the WPA, which required reducing the land area that it would contain. Receiving the early buy-in from provincial authorities, and their enthusiastic endorsement of the WPA, might have avoided this problem. This would have required intensive efforts at awareness-raising, fact-based rationalization for the project, and more complete coordination with provincial decision-makers.
- Strong commitment of the relevant central government ministry (e.g., MONRE) and the PPC at the provincial level, can help to ensure the success of the project.*** As shown through the analysis of project relevance, the project was strongly in line with national objectives for wetland conservation and protection of biodiversity. Importantly, this included the desire to increase the areal coverage of wetlands within the national protected area system. The project was successful in this respect, as demonstrated by the establishment of two new WPAs. This success may also provide impetus for further increasing the area of wetlands under protection in the future. While some issues arose at the provincial level (see above), ultimately the provincial governments concerned embraced the project, and they have committed to providing support for the operation of the WPAs.

- ***Failure to engage in effective cross-sectoral dialogue (e.g., between MONRE and MARD) can impede project progress.*** “Turf battles” between closely related ministries are not uncommon, not only in Viet Nam, but in other countries as well. During the MTR for the project, it was discovered that communications between MONRE and MARD were relatively “siloed,” especially with respect to activities related to biodiversity conservation. The MTR discovered that information about the project was not being effectively conveyed to MARD personnel tasked for conservation-related matters. Historically, MARD has had a mandate for management of national parks, thus the activities of the project were of relevance to the MARD personnel involved with park management. Greater engagement between the two ministries could have possibly facilitated smoother implementation and integration of some project activities. Fortunately, the adoption of Decree No.66/2019/ND-CP in July 2019, which has been supported through the project, represents a significant step that can help to clarify and harmonize the respective roles of MARD and MONRE in biodiversity conservation; to guide the administration of wetlands conservation actions going forward; and hopefully, to encourage improved cross-sectoral communications between these two vital ministries.
- ***Putting strong, well-conceived mechanisms in place to ensure continued financial support, will be essential for project sustainability.*** As discussed in the section on sustainability, ensuring a reliable flow of funds is vital for sustaining conservation efforts. In this case, the provincial governments have committed funds to support the initial, basic costs of operations and management of the two WPAs. However, stakeholders who were consulted during the course of the TE expressed their opinion that this funding would not be sufficient for all the needs of the WPAs, especially to support additional activities such as habitat restoration and educational outreach, which are above and beyond usual recurrent costs (e.g., staff salaries, maintenance expenses). A more robust plan for developing other revenue streams to fund WPA costs, for example by promoting ecotourism, encouraging partnerships with the private sector, and investigating payment for ecosystem services (PES) schemes, could help to fill funding gaps and enable support for these additional activities.
- ***Sustaining project benefits requires that the economic needs of the community are addressed, by providing opportunities for sustainable livelihood.*** The project was successful in piloting a number of activities to promote sustainable livelihoods among local residents living near to the WPAs. Community members participating in these activities appreciated the improvement in their household incomes that resulted, and thus were more supportive of the project overall. Their participation in wetlands-based livelihood activities also helped them to better understand the importance of maintaining wetlands biodiversity and ecosystem functionality as the foundation for economic activity. Building a base of support within the local community can help to ensure that conservation efforts aimed at protecting the wetlands will continue over the long-term.

## **B. Recommendations**

124. Emerging from the consultations and analytical work performed during the course of the TE, and in some cases flowing directly from the lessons learned, are a series of recommendations which could be applied when decisions are being made about the formulation of new projects or initiatives that relate closely or directly to wetlands conservation. Some of the recommendations presented here are “preventive” in nature, i.e., for future initiatives, they could help to avoid some of the weaknesses that were found to have occurred in the Wetlands PA project during the course of its implementation. By contrast, some of the other recommendations offered here are modelled after the successes and accomplishments of the project, which could be replicated or scaled-up through future initiatives. In

---

either case, it is believed that applying these recommendations could result in better design and implementation success for future projects. The key recommendations are presented below.

- 1) **Explore opportunities for using tourism development for sustainable livelihood and as a source of revenue for supporting wetland conservation.** Wetlands are fascinating ecosystems which combine many elements that are worth exploring—they are habitat for a vast range of waterbirds and other wildlife, they are scenic, and they offer opportunities for a wide range of outdoor educational, recreational, and adventure activities, including mangrove tours, bird-watching, natural history talks, and handicraft-making, among others. As such, they can attract the interest of both domestic and international tourists. Wetland tourism has turned into a successful niche market in other countries (e.g., Singapore, Sri Lanka, China, Philippines). With proper promotion and management, wetlands can become popular stops along tourist itineraries in Viet Nam, and ultimately, premier target destinations for ecotourists in their own right. Success in developing a thriving tourism market requires a strong commitment among many partners (led by the provincial governments), across several sectors, and involves the provision of suitable transportation access, accommodations, food outlets, basic support infrastructure, and other services. With significant tourist arrivals comes the potential for generating significant revenue streams, a portion of which can be earmarked for supporting the costs of operating and maintaining the WPAs (e.g., through tourism and environmental taxes, user fees, licences, entry fees, and donations). Other benefits can also be realized, especially increased opportunities for a variety of livelihoods (e.g., tour operators, nature guides, boat operators and drivers conservation workers, eco-lodge and home-stay operators, etc.). Other livelihood opportunities may be based upon the production and sale of a variety of food and souvenir products. It is important to note (as was pointed out during the TE consultations) that such livelihoods may be especially dependent upon development of appropriate market links and value chain links for distribution and sale of locally-produced, wetland-derived products. All these opportunities can boost household incomes and make a significant contribution to the economic development of the communities located in close proximity to the WPAs.<sup>22</sup>

The responsible parties for this recommendation would be the Management Boards of the 2 WPAs,<sup>23</sup> PPCs of Thai Binh and Thua Thien Hue provinces, and their relevant departments (DONRE, DARD, Department of Culture, Sports and Tourism), DPCs of districts related to the two WPAs, and private-sector tourism operators.

- 2) **Undertake measures to integrate wetlands, and wetlands biodiversity, into a system of natural capital accounting (NCA) to ascertain the true and full economic value of ecological goods and services which wetlands provide.** For many years, traditional cost-benefit analysis has tended to overlook the significant underlying value of some of the critical ecological goods and services that are provided by various ecosystems, and specifically in this case, wetlands. Thus traditional accounting has often undervalued the true and full economic value of wetlands. This has led decision-makers to permit other economic activities to move forward in wetland areas, but quite often with the degradation or complete destruction of wetlands, and corresponding loss of natural value, as a result.

---

<sup>22</sup> It is noted here that tourism is but one of several options which may be available to improve opportunities to develop new sustainable livelihoods. Other such options may be more closely aligned with production of branded or value-added wetlands products (e.g., fish and shellfish, native handicrafts, indigenous herbal or medicinal products, etc.). All such options should be considered, when designing future programs for strengthening sustainable livelihoods.

<sup>23</sup> As previously explained, at the present time, only the Thai Thuy WPA has a formal WPA Management Board, while in the TG-CH WPA, this function is being provided through an "Integrated Management Coordination Board of the Coastal Zone of Thua Thien Hue Province."

---

Recognizing this problem, in recent years, efforts have been made in many countries to implement more holistic methods of natural capital accounting (NCA), which are designed to take these previously-overlooked values into account when costs and benefits are being considered and decisions are being made regarding how a wetland site should be utilized. Some of the important goods and services provided by wetlands, and some of their economic benefits, include the following (among others):

- carbon sequestration in wetland plants and sediments (for mitigating climate change impacts);
- plant biodiversity (which can be a resource for development of new foods, drugs, construction materials, and other products);
- habitat for aquatic wildlife (to support food resources, nature tourism, and other economic uses);
- scenic values (as a basis for tourism development);
- water retention (which plays a key role in flood prevention, thus helping to avoid significant economic losses); and
- filtration of nutrients and absorption of pollutants (protecting water quality and general environmental quality).

By utilizing a NCA system, these values can be taken more fully into account, thus providing a more accurate picture of the total value of the wetland. This information can provide the economic justification needed for government decision-makers to make the strong commitment and financial investment necessary to support the protection of the valuable wetland ecosystem.

The responsible parties for this recommendation would be the Management Boards of the 2 WPAs, PPCs of Thai Binh and Thua Thien Hue provinces, DONREs, and DARDs.

- 3) **Promote greater utilization of co-management as a mechanism for strengthening community involvement and reducing costs of WPA management.** As was mentioned, the project demonstrated success in establishing a scheme for co-management in TG-CH lagoon, whereby community fishers' associations were given responsibility for management of 23 fishery protection zones. This co-management arrangement has several benefits: it is cost-saving (avoiding the need for paying salaried staff); it promotes greater buy-in for the project at the community level; and it helps to reduce response time since fishermen are already in the lagoon in the course of their regular work activities, thus avoiding the need to mobilize additional personnel to conduct patrols. However, the weaknesses of the co-management scheme were also discussed. Strengthening the co-management programme, through continuing training and skills development, and extending the model to other sites (nationwide, and potentially, to other countries as well), could help to improve overall management effectiveness in wetland areas, while controlling costs.

The responsible parties for this recommendation would be the Management Boards of the 2 WPAs, PPCs of Thai Binh and Thua Thien Hue provinces, DONREs, DARDs, DPCs of districts related to the two WPAs, and communes and communities related to the two WPAs.

- 4) **Strengthen wetland protection, by (i) establishing a national network of important wetland sites; (ii) conducting comprehensive biodiversity inventories for all wetlands sites; and (iii) nominating additional sites for international recognition.** As has been discussed in the foregoing sections, the project was successful in establishing two new WPAs, thereby increasing the representation of wetlands within the national assemblage of protected areas. One way in
-

which wetland protection could be further enhanced, both at the site and national levels, would be to pursue a systematic networking of wetland protected sites. By doing so, synergies between the sites could be developed, both in terms of management and administration of wetland areas, and in terms of the potential to increase habitat connectivity. For example, within a formalized network of interrelated sites, management and administrative functions could be strengthened by knowledge sharing among personnel of different wetlands facilities. In terms of improving connectivity, a well-conceived wetland PA network could provide critical stopover points for migratory birds traveling along seasonal migration routes, thus increasing the survivorship of rare and vulnerable species.

One of the first steps required in planning a well-conceived wetlands PA network would be to conduct a comprehensive nationwide wetlands inventory. This would allow the identification and prioritization of the most important sites for conservation. Also, some wetland sites with differing characteristics might be complementary to other wetland sites (in terms of their "representativeness" or functionality), thus it might make sense to combine those sites within a network. Data gathered during the inventory could also be used as a baseline, against which future changes in wetlands health and coverage (whether positive or negative) could be measured.

One final element that could further strengthen the protection of wetlands, would be to seek international recognition of Viet Nam's important wetlands sites. Priority wetlands sites are included on lists of the Ramsar Convention (wetlands of international importance<sup>24</sup>), UNESCO programmes (Man & Biosphere sites and World Heritage sites), and Bird Life International (Important Bird Areas [IBAs]). Such recognition by international entities of the importance of Viet Nam's wetland sites can stimulate greater support from donors that contributes to protection and management; increases the interest in such sites as destinations for international tourism; and opens up new opportunities for international technical support and exchange of knowledge.

- 5) The responsible parties for this recommendation would be MONRE, MARD, and the provincial governments of Thai Binh and Thua Thien Hue provinces. ***Continue efforts to harmonize roles and responsibilities for biodiversity conservation across government sectors and agencies.*** The authority for the management of wetlands, and the biodiversity resources found within them, is not confined to a single government agency. Rather, different ministries and their sub-agencies have a range of mandates and responsibilities which relate, directly or indirectly, to wetlands protection and management. MONRE and MARD are the two principal ministries having jurisdiction over the management of wetland areas and the resources they contain. Other ministries (e.g., Ministry of Sports, Culture and Tourism) also have responsibilities which can determine how various economic activities will be conducted in a sustainable way within wetland environments. As mentioned previously, during the MTR, it was found that information about the project was not effectively transmitted to the appropriate personnel within MARD. This weakness suggests that further work may need to be done, in order to fully ensure effective communications among government agencies having closely-related or shared mandates for wetlands and biodiversity management. The issuance of Decree No. 66/2019/ND-CP on wetlands represents a significant step towards clarifying the respective roles of the relevant government agencies. This matter could be further advanced through institutional, legal, or policy reform measures.

---

<sup>24</sup> According to the Ramsar website (<https://www.ramsar.org/wetland/viet-nam>) there are currently nine listed Ramsar wetlands of international importance in Viet Nam. These are: Ba Be National Park (NP), Bau Sau Wetlands and Seasonal Floodplain, Con Dao NP, Lang Sen Wetland Reserve, Mui Ca Mau NP, Tram Chim NP, U Minh Thuong NP, Van Long Wetland Nature Reserve, and Xuan Thuy Natural Wetland Reserve.

---

Further assessment may be required to determine the best way to proceed, to improve inter-agency and cross-sectoral cooperation.

The responsible parties for this recommendation would be MONRE, MARD, the Ministry of Sports, Culture and Tourism, and the PPCs, DONREs and DARDs of Thai Binh and Thua Thien Hue provinces.

### **C. Conclusion**

125. It was determined by the TE that the Viet Nam Wetlands PA Project was generally successful in achieving the main target outcome, namely, the establishment of two new WPAs, the Tam Giang-Cau Hai Wetlands Conservation WCA in Thua Thien Hue Province, and the Thai Thuy WCA in Thai Binh Province. This helped to improve the representation of wetlands among different ecotypes, within the Viet Nam PA system.

126. With project support, significant advancements were made towards mainstreaming biodiversity conservation and wetlands protection into regular government legal, planning, and policy-making processes. One of the most important achievements supported by the project was the adoption of Decree no. 66/2019/ND-CP dated 29 July 2019. The Decree helps to clarify criteria for identification of important wetland areas, and provides policy guidance on the sustainable conservation and use of wetlands. In addition, Circular No. 07/2020/TT-BTNMT dated 31/8/2020, which guides the implementation of the Decree, has also been issued, and a wetland national action plan has been prepared and is being processed for official approval. Finally, Legal Decisions have been issued that operationalize the establishment of the two new WPAs.

127. The project also provided support for strengthening the capacity of personnel at the ministerial (central government) and provincial level, to effectively administer wetlands conservation programmes, and more specifically, to manage the day-to-day operations of the two wetland PAs. This was achieved through a series of training programmes that were conducted during the course of the project. Capacity and awareness-raising was also introduced within the local communities living in close proximity to the WPAs.

128. In order to sustain these benefits, efforts will need to be continued, especially in (i) further building capacity of a dedicated, full-time staffing complement for management of the WPAs; (ii) maintaining and strengthening activities aimed at improving community participation and awareness, including wetlands-based livelihood activities; and (iii) securing sustainable financing which is sufficient to support continuing WPA operations over the long term.

129. In light of the overall success of the project in advancing wetlands conservation generally, and in establishing two new wetland PAs in Viet Nam, the project has been given an overall rating of **SATISFACTORY**.

130. It is hoped that the UNDP Country Office in Viet Nam, as well as ISPONRE, BCA, and other relevant agencies of MONRE and other government ministries, will build upon the accomplishments of the project, and utilize the findings and recommendations presented in this Terminal Evaluation, to facilitate and strengthen planning and implementation of similar initiatives in the future.

---

## **ANNEXES**

**Annex A: Terms of Reference for the Terminal Evaluation**

**Annex B: Consultant Code of Conduct Agreement Forms**

**Annex C: List of Documents Reviewed**

**Annex D: List of Persons Interviewed**

**Annex E: Questionnaire and Summary of Questionnaire Results**

**Annex F: Mission Schedules**

**Annex G: Evaluation Questions and Evaluation Criteria Matrix**

**Annex H: TE Rating Scales**

**Annex I: Management Effectiveness Tracking Tools**

(provided as separate files)

**Annex J: TE Report Clearance Form**

(provided as a separate file)

**Annex K: Co-Financing Template**

(provided as a separate file)

---

## Annex A: Terms of Reference for the Terminal Evaluation

# TERMS OF REFERENCE

## PROJECT TERMINAL EVALUATION



Empowered lives.  
Resilient nations.

**Position:** 01 international consultant to conduct a terminal evaluation of the project  
*Conservation of Critical Wetland Protected Areas and Linked Landscapes*

**Duty Station:** Home base with travel to Viet Nam<sup>25</sup>

**Type of appointment:** Individual contract

**Duration:** International consultant: 20 days (from September 2020 to October 2020)

**Reporting to:** UNDP Viet Nam & PMU

## PROJECT SUMMARY TABLE

GEF Project ID:	PIMS #4537		At endorsement (Million US\$)	At completion (Million US\$)
<b>UNDP Project ID:</b>	00088048	<b>GEF financing:</b>	3,180,287	
<b>Country:</b>	Viet Nam	<b>IA/EA own:</b>	1,000,000	
<b>Region:</b>	Asia and the Pacific	<b>Government:</b>	12,871,600	
<b>Focal Area:</b>	Biodiversity	<b>Other:</b>	1,020,000	
<b>FA Objectives, OP/SP):</b>	Objective 1: <i>Improve Sustainability of PA Systems</i>	<b>Total co-financing:</b>		
<b>Executing Agency:</b>	Ministry of Natural Resources and Environment (MONRE)	<b>Total project cost:</b>	18,071,887	
<b>Other Partners involved:</b>	Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE) Biodiversity Conservation Agency (BCA)/VEA	<b>ProDoc Signature (date project began):</b>	9 June 2015	
		<b>(Operational) Closing Date:</b>		

<sup>25</sup> International travels will be determined subject to the impact of COVID-19

## • INTRODUCTION

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) upon completion of implementation. These terms of reference (TOR) set out the expectations for a TE of the project *Conservation of Critical Wetland Protected Areas and Linked Landscapes* (PIMS #4537).

The TE process must follow the guidance outlined in the document *Guidance For Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects*.<sup>26</sup>

The essentials of the project to be evaluated are as follows:

## • PROJECT BACKGROUND INFORMATION

An estimated 30% of Viet Nam's national land area comprises inland and coastal wetlands. These harbors are considerable globally significant biodiversity and generate a vast array of ecosystem services. However, these wetlands are under increasing threats from a range of economic activities, particularly conversion for agriculture and aquaculture, overexploitation of biotic resources and pollution. The project was formulated to enhance systematic, institutional, and operational capacity for effective wetlands biodiversity management in Viet Nam nationally and at provincial level of the selected sites. The project's immediate objective is to establish new wetland protected areas and create capacities for their effective management to mitigate existing and emerging threats from connected landscapes in two project provinces: Thai Binh and Thua Thien Hue. The project also seeks to remove the policy barriers that currently prevent the effective conservation and sustainable use of Viet Nam's wetlands. Project design was organized into two inter-related components that reflect the GEF's focus on system-level solutions and on influencing behavioral change at different levels:

1. **Component 1** focuses on overcoming the existing gap in Viet Nam's otherwise impressive national PA system, namely the inadequate representation of wetlands ecosystems, which are being increasingly threatened by other economic sectors. In order to do so, activities under Component 1 are centered on developing systemic capacity at national and subnational levels for the establishment and effective administration and management of a subsystem of wetlands protected areas in Viet Nam. This is to be achieved through the following Outputs:
  - Output 1.1: New and updated national policy, regulatory and planning frameworks for wetlands conservation
  - Output 1.2: Strengthened national capacity for administration of wetland conservation areas
  - Output 1.3: Two new wetland conservation areas established with management systems in place
  - Output 1.4 Strengthened provincial capacity for wetlands conservation management and sustainable use
2. **Component 2** addresses the lack of capacity among key stakeholders from government to local communities to effectively identify and manage threats to wetlands arising from activities and interventions within the wider landscape, through the following Outputs:
  - Output 2.1 Increased understanding and knowledge about wetlands ecosystem values, sustainable use and management across the wider landscape

---

<sup>26</sup> Please refer to: <http://web.undp.org/evaluation/documents/guidance/GEF/UNDP-GEF-TE-Guide.pdf>.

---

- Output 2.2 Wetlands conservation and sustainable use mainstreamed into key provincial development plans
- Output 2.3 Reduced threats to biodiversity from local livelihoods

Since the start of the novel coronavirus (COVID-19) outbreak, Vietnam has closely monitored the situation and installed a series of proactive, comprehensive measures to combat the spread of the virus within the country and prepare its public health facilities. The first confirmed cases of COVID-19 appeared in Vietnam on January 23, 2020. Of the confirmed cases that have appeared in Vietnam to date, 307 are Vietnamese, and the rest are foreigners. Vietnam has reported no cases of community spread since April 17. Vietnam lifted its 22-day social distancing directive on April 23. Most trades and services are back in business. Flights, public transportation, inter-provincial transportation, hotels, monuments, tourism attractions, and government offices have reopened with safety measures in place. Only Vietnamese nationals, foreigners on diplomatic or official business, and highly skilled workers are allowed to enter the country at this time. Anyone entering Vietnam must undergo medical checks and 14-day quarantine upon arrival<sup>27</sup>.

- **OBJECTIVE AND SCOPE**

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the *Guidance For Conducting Terminal Evaluation of UNDP-Supported, GEF-Financed Projects*.

The objectives of the evaluation are (1) to assess the achievement of project results, and (2) to draw lessons that can both improve the sustainability of benefits from this project and aid in the overall enhancement of UNDP country programme 2017 – 2021 (CPD), One Strategic Plan 2017-2021 (OSP), and recommendations for the new Programming Period.

- **EVALUATION APPROACH AND METHOD**

An overall approach and method<sup>28</sup> for conducting project terminal evaluations for UNDP-supported, GEF-financed projects has developed over time. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**, as defined and explained in the *UNDP Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects*. A set of questions covering each of these criteria has been drafted and is included with this TOR (see [Annex C](#)). The evaluator is expected to amend, complete, and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable, and useful. The evaluator team is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region, and key stakeholders. The evaluators are expected to conduct a field mission in Viet Nam, including the following project sites: **Thai Binh province (2 days) and Thua Thien Hue province (4 days)**.

Interviews will be held with the following organizations and individuals at a minimum:

- Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE) / Ministry of Natural Resources and Environment (MONRE);
- Biodiversity Conservation Agency (BCA)/VEA (MONRE)

---

<sup>27</sup> Further update can be found at <https://vietnam.travel/things-to-do/information-travellers-novel-coronavirus-vietnam> and <https://ncov.moh.gov.vn/>

<sup>28</sup> For additional information on methods, see the *Handbook on Planning, Monitoring and Evaluating for Development Results*, Chapter 7, pg. 163.

---

Senior officials, key experts and consultants in the subject area, Project Steering Committee (PSC), and Project Management Unit (PMU);

DoNREs in Thua Thien Hue and Thai Binh provinces.

DARD in Thai Binh province

Thai Binh Wetland Protected Area Management Board.

Integrated Coastal Coordination and Management Board of Thua Thien Hue province.

District People's Committee of Thai Thuy District

District People's Committees of Phong Dien, Quang Dien and People's committee of Huong Tra Town, Thua Thien Hue province

Selected communities/households who are beneficiaries of the project's demonstration models at two project sites.

The evaluators will review all relevant sources of information (refer to Annex B), such as the project document, the project inception report, project reports (including Annual APR/PIR, project budget revisions, midterm review, progress reports, GEF focal area tracking tools, project files, and national strategic and legal documents), and any other materials that the evaluator considers useful for this evidence-based assessment. A list of documents that the project team will provide to the evaluator for review is included in [Annex B](#) of this Terms of Reference.

As of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted since April 1, 2020 and travel in the country is also restricted. If it is not possible to travel to or within the country for the TE mission then the TE team should develop a methodology that takes this into account the conduct of the TE virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the TE Inception Report and agreed with the Commissioning Unit.

If all or part of the TE is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue as many government and national counterparts may be working from home. These limitations must be reflected in the final TE report.

If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the TE schedule. Equally, qualified and independent national consultants can be hired to undertake the TE and interviews in country as long as it is safe to do so.

## • EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework (see [Annex A](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of **relevance, effectiveness, efficiency, sustainability, and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

---

<b>EVALUATION RATINGS</b>			
<b>1. Monitoring and Evaluation</b>	<i>Rating</i>	<b>2. IA &amp; EA Execution</b>	<i>Rating</i>
M&E design at entry		Quality of UNDP implementation	
M&E plan implementation		Quality of execution – Executing Agency	
Overall quality of M&E		Overall quality of implementation / execution	
<b>3. Assessment of Outcomes</b>	<i>Rating</i>	<b>4. Sustainability</b>	<i>Rating</i>
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

## • PROJECT FINANCE / CO-FINANCE

The evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator(s) will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP's own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Actual	Actual
Grants								
Loans/Concessions								
In-kind support								
Other								
Totals								

## • MAINSTREAMING

UNDP-supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and gender equality.

## • IMPACT

The evaluators will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated:

- 1) verifiable improvements in ecological status;
- 2) verifiable reductions in stress on ecological systems; and/or
- 3) demonstrated progress towards these impact achievements.<sup>29</sup>

## • CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations, and lessons**.

## • IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Viet Nam. The UNDP CO will contract the evaluators and ensure the timely provision of per diems while travel arrangements within the country for the evaluation team will be made by the PMU. The Project Team will be responsible for liaising with the Evaluator Team to set up stakeholder interviews, arrange field visits, coordinate with the Government, etc.

## • EVALUATION TIMEFRAME

The total duration of the evaluation will be over a time period of 10 weeks (20 days for IC and 25 for NC) according to the following plan:

Timeframe	Activity
21/9/2020	Preparation period for TE team (handover of documentation)
25/9/2020 (2 days)	Document review and preparation of TE Inception Report
6/10/2020 (2 days)	Finalization and Validation of TE Inception Report; latest start of TE mission
15/10/2020 (7 days)	TE mission: stakeholder meetings, interviews, field visits, etc.
30/10/2020 (2 days)	Mission wrap-up meeting & presentation of initial findings; earliest end of TE mission
16/11/2020 (5 days)	Preparation of draft TE report
30/11/2020	Circulation of draft TE report for comments
10/12/2020	Incorporation of comments on draft TE report into Audit Trail & finalization of TE report
15/12/2020	Preparation and Issuance of Management Response
20/12/2020 (2 days)	Expected date of full TE completion

<sup>29</sup> A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROTI Handbook 2009](#).

## • EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

#	Deliverable	Description	Timing	Responsibilities
1	TE Inception Report	TE team clarifies objectives, methodology and timing of the TE	No later than 2 weeks before the TE mission: September 2020	TE team submits Inception Report to UNDP and PMU
2	Presentation	Initial Findings	End of TE mission: September 2020	TE team presents to UNDP and PMU
3	Draft TE Report	Full draft report (using guidelines on report content in ToR Annex C) with annexes	Within 3 weeks of end of TE mission: October 2020	TE team submits to PMU and UNDP; reviewed by GEF RTA
5	Final TE Report* + Audit Trail	Revised final report and TE Audit trail in which the TE details how all received comments have (and have not) been addressed in the final TE report (See template in ToR Annex H)	Within 1 week of receiving comments on draft report: October 2020	TE team submits both documents to UNDP

## • TEAM COMPOSITION

The evaluation team will be composed of **01 international evaluator** and **1 national evaluator** (the international evaluator will be the team leader and will be responsible for finalizing the report). The consultants shall have prior experience in evaluating similar projects. Experience with GEF-financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project-related activities.

## QUALIFICATIONS

The team members must present the following qualifications:

### Education

Master's degree or higher in Environment, Natural Resources, and/or other closely related field;

### Experience

Relevant experience with results-based management evaluation methodologies;

Experience applying SMART indicators and reconstructing or validating baseline scenarios;

Competence in adaptive management, as applied to biodiversity;

Experience in evaluating projects;  
 Experience working in Asia Pacific Region;  
 Experience in relevant technical areas of wetland conservation, biodiversity conservation, and other relevant areas such as climate change and land degradation for at least 10 years;  
 Demonstrated understanding of issues related to gender and biodiversity; experience in gender responsive evaluation and analysis;  
 Excellent communication skills;  
 Demonstrable analytical skills;  
 Project evaluation/review experience within United Nations system will be considered an asset;  
 Experience with implementing evaluations remotely will be considered an asset.

Language

Fluency in written and spoken English.

**SELECTION CRITERIA**

<b>INTERNATIONAL CONSULTANT</b>		
<b>No.</b>	<b>Criteria</b>	<b>Score</b>
1	Minimum 10 years of experience with results-based management evaluation methodologies;	100
2	Experience applying SMART indicators and reconstructing or validating baseline scenarios;	100
3	Competence in adaptive management, as applied to biodiversity;	50
4	Experience in evaluating projects;	200
5	Experience working in Asia Pacific Region;	50
6	Experience in relevant technical areas of wetland conservation, biodiversity conservation, and other relevant areas such as climate change and land degradation for at least 10 years;	200
7	Demonstrated understanding of issues related to gender and biodiversity; experience in gender responsive evaluation and analysis;	100
8	Demonstrable analytical and report-writing skills (at least two reports in English relevant to technical areas must be provided)	100
9	Master’s degree or higher in Environment, Natural Resources, and/or other closely related field;	100
<b>Total</b>		<b>1000</b>

## • EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct ([Annex E](#)) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the *UNEG Ethical Guidelines for Evaluations*.<sup>30</sup>

## • PAYMENT MODALITIES AND SPECIFICATIONS

<b>%</b>	<b>Milestone</b>
<b>20%</b>	Payment upon satisfactory delivery of the final TE Inception Report and approval by UNDP
<b>40%</b>	Payment upon satisfactory delivery of the draft TE report to UNDP
<b>40%</b>	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

In line with the UNDP's financial regulations, when determined by the Commissioning Unit and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the TE, that deliverable or service will not be paid.

Due to the current COVID-19 situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

---

<sup>30</sup> <http://www.unevaluation.org/ethicalguidelines>

---



## Evaluation Consultant Code of Conduct Agreement Form

### Evaluators:

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

### Evaluation Consultant Agreement Form<sup>1</sup>

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

Name of Consultant: James T. Berdach

Name of Consultancy Organization (where relevant): \_\_\_\_\_

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

Signed at Reston, Virginia USA on 18 September 2020

Signature: \_\_\_\_\_

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

## **Annex C: List of Documents Reviewed**

Annual work plan 2015

Annual work plan 2016

Annual work plan 2017

Annual work plan 2018

Annual work plan 2019

Annual work plan 2020

Circular No. 07/2020/TT-BTNMT dated 31/8/2020 by the MONRE to guide the implementation of some circulars and articles of the Decree No. 66/2019/ND-CP.

Decision No. 2514/QĐ-UBND dated 06 September 2019 by PPC of Thai Binh province on the establishment of Thai Thuy Wetland Protected Area.

Decision No. 495/QĐ-UBND dated 20/02/2020 by PPC of Thua Thien Hue province on the establishment of Tam Giang – Cau Hai Wetland Protected Area.

Decision No. 728/QĐ-UBND dated 10/3/2020 on the on the establishment of a management board of the Thai Binh wetland protected areas on the basis of consolidating the management board of the Tien Hai Wetland protected area under the Department of Agriculture and Rural Development.

Decree No. 66/2019-ND-CP dated 29/7/2019 by the Government on the Conservation and sustainable use of wetlands

DONRE Thai Binh 2019. Scheme to establish Thai Thuy Wetland protected area

DONRE Thua Thien Hue 2019. Scheme to establish Tam Giang – Cau Hai Wetland protected area

Inception report: Conservation of Critical Wetland Protected Areas and Linked Landscapes

ISPONRE 2020. Tam Giang – Cau Hai wetland protected area in Thua Thien Hue province, Thanh Nien Publishing House.

Management Effectiveness Tracking Tool (METT) CEO Endorsement, September 2013.

Management Effectiveness Tracking Tool (METT) Mid-term, 15 November 2018. Management Letters, 2016-2017, and 2018-2019, Mazars Vietnam Co., Ltd. (accompany Audit Reports)

Management Letters, 2017-2018, 2018, and 2019-2020, Nexia STT (accompany Spot Checks).

Mid-term review of the project: "Conservation of Critical Wetland Protected Areas and Linked Landscapes", January 2019.

Nguyen Kim Dung, Simon R. Bush, and Arthur P. J. Mol. 2016. The Vietnamese State and Administrative Co-Management of Nature Reserves. Sustainability 2016, 8, 292;doi:10.3390/su8030292.

[www.mdpi.com/journal/sustainability](http://www.mdpi.com/journal/sustainability)

Project annual report 2016

Project annual report 2017

Project annual report 2018

Project annual report 2019

Project annual report 2020 (Q1 and Q2)

Project document: Conservation of Critical Wetland Protected Areas and Linked Landscapes. 15 March 2015.

Project identification form (PIF), 5 January 2012

---

Project implementation review (PIR) 2016

Project implementation review (PIR) 2017

Project implementation review (PIR) 2018

Project implementation review (PIR) 2019

Project implementation review (PIR) 2020 "Report of Factual Findings" (Audit Reports), 2016-2017, and 2018-2019, Mazars Vietnam Co., Ltd.

"Report of Factual Findings" (Spot Checks), 2017-2018, 2018, and 2019-2020, Nexia STT.

Responsibility Contract between ISPONRE (NIP) and BCA (CIP) to implement the project: "Conservation of Critical Wetland Protected Areas and Linked Landscapes" dated in 9 2015; revised on 25 April 2019 (Vietnamese version).

United Nations in Viet Nam. Country programme action plan 2006-2010, Ha Noi 9 May 2006.

United Nations in Viet Nam. One Plan 2012-2016. Ha Noi 27 March 2012.

United Nations in Viet Nam. One Strategic Plan 2017-2021.

---

## **Annex D: List of Persons Interviewed**

For the individuals consulted, the following key indicates the consultation method employed:

**P** = in-person interview (National Evaluator)  
**G** = in-person group interview (National Evaluator)  
**R** = remote interview (International Evaluator)  
**Q** = questionnaire

### **1. United Nations Development Programme (UNDP), Viet Nam Country Office**

Mr. Nguyen Trung Thong, Programme Officer (P, R)

### **2. Institute of Strategy and Policy on Natural Resources and Environment (ISPONRE), Ministry of Natural Resources and Environment (MONRE)**

Ms. Kim Thi Thuy Ngoc, Project Manager, PMU (G, R)

Ms. Dang Thi Phuong Ha, Officer, PMU (G, R)

Ms. Tran Thi Nguyet Minh, Project Financial Staff, PMU (G, R)

### **3. Nature and Biodiversity Conservation Agency (BCA) Vietnam Environment Administration (VEA), Ministry of Natural Resources and Environment (MONRE)**

Ms. Tran Thi Kim Tinh, Project Coordinator, Sub-PMU (G, R)

Ms. Nguyen Thi Nhung, Technical assistant, Sub-PMU (G, R)

### **4. NGOs, Academia, Civil Society, and independent consultants**

Mr. Mr. Nguyen Van Chiem, project expert/consultant (Ha Noi) (P)

Mr. Ho Thanh Hai, project expert/consultant (Ha Noi) (P)

Mr. Tran Ho Hai, project expert/consultant (Planning and Investment Department, TTH province) (G)

Mr. Luong Quang Doc, project expert/consultant, (Hue Science University, TTH province) (G)

Mr. Dang Ngoc Quoc Hung, project expert/consultant (Bach Ma National Park, TTH province) (G)

### **5. Thai Binh Province**

#### ***Thai Binh DONRE (Q)***

Mr. Vu Hai Dang, Provincial Coordinator—Wetland PA Project, DONRE (G, R)

Ms. Tran Thi Huyen, Director of Sea Sub-Department, DONRE (G,R)

Mr. Truong Trung Hieu, Official, DONRE (G, R)

#### ***Thai Binh WPA Management Board (Q)***

Mr. Bui Van Tinh, Director of Thai Binh WPA Management Board (G)

Mr. Dinh Van Cao, staff of the Management Board (G)

Mr. Truong Trung Hieu, Official, DONRE (G).

Mr. Nguyen Van Nha, DONRE (G)

#### ***Thai Do Commune, Thai Thuy District, Thai Binh Province***

---

Mr. Ta Duc Hoa, Vice Chair Man of the Commune (G)

Mr. Nguyen Ngoc Hien, cadastral management of the Commune (G)

Mr. Truong Trung Hieu, Official, DONRE (G)

***Thai Thuy District, Thai Binh Province*** (Q)

Mr. Pham Trung Kien, Vice Head of Division of Natural Resource and Environment (G)

Mr. Giang Van Thang, Official, Division of Natural Resource and Environment (G)

***Thuy Xuan Commune, Thai Thuy District, Thai Binh Province***

Mr. Le Xuan Hung, Chair man of the Commune (G)

Mr. Mai Dang Trinh, cadastral management of the Commune (G)

Mr. Pham Trung Kien, Vice Head of Division of Natural Resource and Environment (G)

**6. Thua Thien Hue Province**

***Thua Thien Hue DONRE*** (Q)

Ms. Nguyen Thi Thanh Thuy, Official, DONRE; Provincial Coordinator—Wetland PA Project (G, R)

***Integrated Management Coordination Board of Coastal Zone of Thua Thien Hue Province*** (Q)

Ms. Nguyen Thi Ngoc Thanh, DONRE official, working team for the Integrated Management Coordination Board of Coastal Zone of Thua Thien Hue Province (G, R)

***Agricultural Extension Centre of the province***

Mr. Chau Ngoc Phi, Director of the Center (G)

Ms. Nguyen Thi Huong Giang, Vice Director (G)

Mr. Nguyen Thanh Tuan, Head of the Technical Division of the Centre (G)

***Phong Dien district*** (Q)

Ms. Nguyen Thi Quynh Chau, official, sub-DONRE (P)

***Quang Dien district*** (Q)

***Quang Thai commune, Quang Dien district***

Mr. Pham Cong Phuoc, Commune Chairman (G)

Mr. Le Vinh Quy, Sub-DONRE of Quang Dien District (G)

Mr. Van Buu, commune official (G)

Van Duc Sang, Vice Chairman of the commune (G)

Le Ngoc Van, Chair of farmer association (G)

Hong Thi Minh Phuong, Chair of women association (G)

Le Hung, cadastral staff (G)

***Huong Tra Town*** (Q)

***Huong Phong commune, Huong Tra Town*** (Q)

Mr. Phan Huu Vinh, Vice chairman of the commune (G)

---

Tran Da Min, cadastral staff (G)

Nguyen Ngoc Vinh, farmer, attending the livelihood model (G)

Dang Duy Than, household attending the livelihood model (G)

Tran Thi Nhan, Chair of women association (G)

Nguyen Duc Minh, Chair of farmer association (G)

Le Dieu, fishery sub-association (G)

---

## Annex E: Questionnaires and Summary of Questionnaire Results

### English Questionnaire

#### VIET NAM WETLAND PA PROJECT TERMINAL EVALUATION QUESTIONNAIRE FOR STAKEHOLDERS

Respondent Name (optional) \_\_\_\_\_ Date of Completion \_\_\_\_\_

1. Please describe your responsibilities, involvement in, or knowledge about the project.
  2. Do you feel that the project was successful in establishing 2 wetland PAs?
  3. Do you feel that the project was successful in ensuring that there is adequate capacity (within government and local communities) for managing and preserving the PAs?
  4. What are some of the strengths which have contributed to the success of the project?
  5. What are some of the weaknesses which have prevented the project from being more successful?
  6. Do you feel that the project was successful in addressing problems, issues, barriers, or challenges which affected its progress? Have these issues been resolved? If so, how were they resolved? If not, why have they not been resolved?
  7. Do you feel that the project has been efficiently and effectively managed and implemented? Why or why not?
  8. Was the management of the project adaptive, i.e., if unforeseen circumstances arose, were adjustments successfully made, to keep the project on-track?
  9. Was the project well-aligned with Vietnam's national/provincial policies and plans (e.g., environmental policy, development plans, etc.)?
  10. Was the project well-aligned with government, UNDP, and GEF policies, goals, and programs (e.g., One UN Plan II 2017-2021, UNDP Country Programme Action Plan (CPAP), GEF focal area strategic program objectives, national and provincial government plans and policies)?
  11. Do you feel that the benefits of the project will be sustainable in the future?
  12. What are some of the main risks (e.g., environmental, financial, institutional, socioeconomic) that you feel could threaten project sustainability?
  13. What are some of the key lessons to be learned from this project (positive or negative) which could be applied to other similar projects in the future?
  14. Were efforts made to ensure that women and/or other vulnerable or marginalized groups could participate in the project, and benefit from it?
-

15. Was the project successful in providing new or improved opportunities for livelihood? Please describe them.
16. Was the project able to harmonize the establishment of wetland conservation areas, with other surrounding land uses? If there were land use conflicts, how were they resolved?
17. What measures are being put in place, to ensure that the wetland conservation areas are not adversely affected by pollution?
18. Do community members living near to the wetland conservation areas understand the purpose of these areas? Are they able to have a voice in decisions about how these areas will be managed?
19. Please provide any other information which you feel may be important to help evaluate the Wetland PA Project.

***Your responses will be used only for the purpose of evaluating the UNDP/GEF Viet Nam Wetland PA Project.***

***All answers will be kept confidential.***

***Thank you for your time, and your cooperation in responding to the questionnaire.***

---

**Vietnamese Questionnaire**

**ĐÁNH GIÁ CUỐI KỲ DỰ ÁN BẢO TỒN CÁC KHU ĐẤT NGẬP NƯỚC VIỆT NAM  
BẢNG CÂU HỎI CHO CÁC BÊN LIÊN QUAN**

**Họ tên người trả lời** (có thể ghi hoặc không):

**Thời gian hoàn thành bảng câu hỏi:**

20. Xin vui lòng mô tả trách nhiệm, sự tham gia, hoặc kiến thức/hiểu biết của ông/bà về dự án.
  21. Ông/bà có đánh giá là dự án đã thành công trong việc thành lập 2 khu bảo tồn đất ngập nước không?
  22. Ông/bà có đánh giá là dự án đã thành công trong việc đảm bảo đủ năng lực cần thiết (trong chính quyền và cộng đồng địa phương) để quản lý và bảo tồn các Khu đất ngập nước mới được thành lập không?
  23. Một số điểm mạnh đã góp phần vào sự thành công của dự án là gì?
  24. Đây là các điểm yếu đã cản trở sự thành công hơn của dự án?
  25. Ông/bà có đánh giá là dự án đã thành công trong việc giải quyết các vấn đề, rào cản hoặc thách thức làm ảnh hưởng đến tiến độ thực hiện dự án? Những vấn đề này có được giải quyết không? Nếu có thì cách giải quyết như thế nào? Nếu không, thì tại sao lại chưa được giải quyết?
  26. Ông/bà có đánh giá là dự án đã được quản lý và thực hiện đạt hiệu quả và hiệu suất cao không? Lý do đạt được hoặc không đạt được là gì?
  27. Quản lý dự án có thích ứng không, nghĩa là, nếu các trường hợp không lường trước xảy ra, các điều chỉnh đã được thực hiện thành công hay chưa, để giữ cho dự án đi đúng hướng?
  28. Dự án có phù hợp với các chính sách và quy hoạch/kế hoạch cấp quốc gia/tỉnh của Việt Nam không (ví dụ: chính sách môi trường, kế hoạch phát triển, v.v.)?
  29. Dự án có phù hợp với các chính sách, mục tiêu và chương trình của chính phủ, UNDP, và GEF (ví dụ: Kế hoạch chung của LHQ II 2017-2021, Kế hoạch hành động chương trình quốc gia của UNDP (CPAP), các mục tiêu chương trình chiến lược khu vực trọng điểm của GEF, các chính sách và kế hoạch cấp tỉnh và quốc gia)?
-

30. Ông/bà có đánh giá là kết quả/lợi ích của dự án sẽ bền vững trong tương lai không?
31. Đâu là các rủi ro chính (ví dụ: rủi ro về môi trường, tài chính, thể chế, kinh tế xã hội) mà ông/bà thấy có thể đe dọa tính bền vững của dự án?
32. Một số bài học chính rút ra từ dự án này (tích cực hoặc tiêu cực) có thể áp dụng cho các dự án tương tự khác trong tương lai là gì?
33. Phụ nữ và các nhóm dễ bị tổn thương/thiệt thòi khác có được tham gia và hưởng lợi từ dự án không?
34. Dự án có thành công trong việc cung cấp các cơ hội hoặc cải thiện sinh kế cho người dân vùng dự án không? Xin mô tả.
35. Dự án có kết hợp hài hòa giữa việc thiết lập các khu bảo tồn đất ngập nước với việc sử dụng đất khác không? Nếu có xung đột về việc sử dụng đất thì giải quyết như thế nào?
36. Những biện pháp nào đang được thực hiện để đảm bảo rằng các khu bảo tồn đất ngập nước không bị ảnh hưởng bởi ô nhiễm?
37. Các thành viên cộng đồng sống gần các khu bảo tồn đất ngập nước có hiểu được mục đích của các khu bảo tồn không? Họ có được tham gia vào việc quyết định về cách thức quản lý các khu bảo tồn này không?
38. Xin vui lòng cho biết các thông tin khác mà ông/bà thấy có thể giúp đánh giá dự án bảo tồn các khu đất ngập nước.

**Ghi chú:**

- Các câu trả lời của ông/bà sẽ chỉ được sử dụng cho mục đích đánh giá Dự án bảo tồn các khu đất ngập nước của UNDP/GEF Việt Nam.
- Các câu trả lời sẽ được giữ theo chế độ bảo mật.

Cảm ơn ông/bà đã dành sự hợp tác và thời gian cho việc trả lời bảng câu hỏi!

---

**Summary of Questionnaire Results**

The responses to the questionnaires are tabulated below. Due to time limitations and other constraints that arose with respect to the coronavirus pandemic, the consultations were quite limited, with only nine respondents completing the questionnaires. Nonetheless, even within this small group, there was fairly strong consensus about the general performance of the project, with overall praise for its accomplishments, while at the same time acknowledging that certain aspects of project implementation could have been carried out more effectively, which might have improved project performance.

**VIET NAM WETLAND PA PROJECT TERMINAL EVALUATION  
QUESTIONNAIRE FOR STAKEHOLDERS**

*Responses were received on nine returned questionnaires. The responses are tallied in the tables below.*

1. Please describe your responsibilities, involvement in, or knowledge about the project.
2. Do you feel that the project was successful in establishing 2 wetland PAs?

Successful	Not successful	Not sure	No answer	
9				

3. Do you feel that the project was successful in ensuring that there is adequate capacity (within government and local communities) for managing and preserving the PAs?

Successful	Not successful	Not sure	No answer	
7		2		

4. What are some of the strengths which have contributed to the success of the project?
5. What are some of the weaknesses which have prevented the project from being more successful?
6. Do you feel that the project was successful in addressing problems, issues, barriers, or challenges which affected its progress? Have these issues been resolved? If so, how were they resolved? If not, why have they not been resolved?

Successful	Not successful	Not sure	No answer	
7		1	1	

7. Do you feel that the project has been efficiently and effectively managed and implemented? Why or why not?

High efficiency and effectiveness	Rather high efficiency and effectiveness	Average/middle	Low	No answer
5	1		1	2

8. Was the management of the project adaptive, i.e., if unforeseen circumstances arose, were adjustments successfully made, to keep the project on-track?

Successful	Not successful	Not sure	No answer	
6		1	2	

9. Was the project well-aligned with Vietnam's national/provincial policies and plans (e.g., environmental policy, development plans, etc.)?

Well-aligned	Not well-aligned	Not sure	No answer	
9				

10. Was the project well-aligned with government, UNDP, and GEF policies, goals, and programs (e.g., One UN Plan II 2017-2021, UNDP Country Programme Action Plan (CPAP), GEF focal area strategic program objectives, national and provincial government plans and policies)?

Well-aligned	Not well-aligned	Not sure	No answer	
9				

11. Do you feel that the benefits of the project will be sustainable in the future?

Sustainable	Not sustainable	Not sure	No answer	
7		1	1	

12. What are some of the main risks (e.g., environmental, financial, institutional, socioeconomic) that you feel could threaten project sustainability?

Limited financing	Weak capacity	Unstable institution	pollution	Not sure
8	2	2	3	1

**Note:** One questionnaire may have more than 2 choices

13. What are some of the key lessons to be learned from this project (positive or negative) which could be applied to other similar projects in the future?

14. Were efforts made to ensure that women and/or other vulnerable or marginalized groups could participate in the project, and benefit from it?

Yes	No	Not sure	No answer	
7			2	

15. Was the project successful in providing new or improved opportunities for livelihood? Please describe them.

Successful	Not successful	Relatively successful		
6	1	1		

16. Was the project able to harmonize the establishment of wetland conservation areas, with other surrounding land uses? If there were land use conflicts, how were they resolved?

Yes	No	Not sure	No answer	
7	1	1		

17. What measures are being put in place, to ensure that the wetland conservation areas are not adversely affected by pollution?

18. Do community members living near to the wetland conservation areas understand the purpose of these areas? Are they able to have a voice in decisions about how these areas will be managed?

Yes	No	Not sure	No answer	
9				

19. Please provide any other information which you feel may be important to help evaluate the Wetland PA Project.

## ANNEX F: MISSION SCHEDULE

Date	Description/time	Agenda	Participants/contact
9 Sep 2020	Orientation meeting (with UNDP) 8:00-9:00	<ul style="list-style-type: none"> <li>• Introduction of the project</li> <li>• Discuss and agree the schedule of the mission</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul> <p>Mr. Nguyen Trung Thong Address: 304, Kim Ma, Ngoc Khanh, Ba Dinh, Hanoi</p>
13 Oct 2020	Meeting with ISPONRE and BCA (also PMU and Co-PMU) 8:30-10:00	<ul style="list-style-type: none"> <li>• Present progress and achievement of the project</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> <li>• Discuss the field trip for consultants to Thai Binh province and Thua Thien Hue province</li> </ul>	<ul style="list-style-type: none"> <li>• ISPONRE, BCA</li> </ul> <p>Ms. Dang Phuong Ha (ISPONRE) Address: 479 Hoang Quoc Viet, Co Nhue, Cau Giay, Ha Noi.</p>
14 Oct 2020	Meeting with UNDP 8:00-9:00	<ul style="list-style-type: none"> <li>• Discuss the Inception report</li> <li>• Discuss the planning for the TE</li> <li>• Discuss other related matters</li> </ul>	<ul style="list-style-type: none"> <li>• UNDP</li> </ul> <p>Mr. Nguyen Trung Thong Address: 304, Kim Ma, Ngoc Khanh, Ba Dinh, Hanoi</p>
15 Oct 2020	Meeting with DONRE, Thai Binh province 9:00-11:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPA and its management board</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul> <p>Discuss the field trip to Thai Thuy district</p>	<ul style="list-style-type: none"> <li>• Mr. Vu Hai Dang (DONRE)</li> </ul> <p>Address: Quang Trung Street, Thai Binh City, Thai Binh province</p>
15 Oct 2020	Meeting with the WPA Management Board 13:30-15:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPA and its management board</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Bui Van Tinh, WPA Management Board</li> </ul> <p>Address: No 1 Le Loi Street, Thai Binh City, Thai Binh province</p>
15 Oct 2020	Meeting with Thai Do commune, Thai Thuy District, Thai Binh province 15:30-17.00	<ul style="list-style-type: none"> <li>• Discuss the activities have been implemented during and after the termination of the project.</li> <li>• Discuss the progress and achievement of the project</li> <li>• Discuss the livelihood models developed in the communes and other relevant issues.</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Ta Duc Hoa, Chair man of the commune</li> </ul> <p>Address: Thai Do commune, Thai Thuy district, Thai Binh province</p>
16 Oct 2020	Meeting with Thai Thuy District, Thai Binh	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Pham Trung Kien, Vice Head of Division of</li> </ul>

Date	Description/time	Agenda	Participants/contact
	province 8:00-9:30	<ul style="list-style-type: none"> <li>• Discuss the livelihood models developed in the communes and other relevant issues.</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul>	Natural Resource and Management  Address: Diem Dien Town, Thai Thuy District, Thai Binh province
16 Oct 2020	Meeting with Thuy Xuan commune, Thai Thuy District, Thai Binh province 9:30-11:30	<ul style="list-style-type: none"> <li>• Discuss the activities were implemented in the communes.</li> <li>• Discuss the progress and achievement of the project</li> <li>• Discuss the livelihood models developed in the communes</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> <li>• Discuss and other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Le Xuan Hung, Chair person of the commune</li> </ul> Address: Thuy Xuan commune, Thai Thuy district, Thai Binh province
23 Oct 2020	Meeting with Mr. Nguyen Van Chiem (independent consultant) 9:00-11:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPAs and its management board</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Nguyen Van Chiem</li> </ul> Address: Ha Noi
23 Oct 2020	Meeting with Mr. Ho Thanh Hai (independent consultant) 15:00-16:30	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPAs and its management board</li> <li>• Discuss the strengthens/weakness, shortcomings, opportunities, lessons learns, impact, sustainability and other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Ho Thanh Hai</li> </ul> Address: Ha Noi
29 Nov 2020	Meeting with consultants working for WPA project in TTH 13:30-15:30	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPAs and its management board</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Tran Ho Hai (Planning and Investment Department, TTH.</li> <li>• Mr. Luong Quang Doc (Hue Science University, Hue City, TTH.</li> <li>• Mr. Dang Ngoc Quoc Hung (Bach Ma National Par, TTH).</li> </ul>
30 Nov 2020	Meeting with DONRE and Integrated management coordination Board of Coastal Zone of TTH 8:30-10:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> <li>• Discuss the status and management of the WPAs and its management coordination board</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Ms. Nguyen Thi Thanh Thuy, DONRE staff, Provincial project coordinator</li> </ul> Address: 115 Nguyen Hue, Hue City, TTH province
30 Nov 2020	Meeting with Agricultural Extension Centre (of TTH province) 10:15-11:30	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Ms. Nguyen Thi Huong Giang, Vice Director</li> </ul> Address: 14 Phung

Date	Description/time	Agenda	Participants/contact
		<ul style="list-style-type: none"> <li>• Discuss the implementation and success, impact and sustainability of livelihood models supported by the project</li> <li>• Discuss the status and management of the WPAs and its management coordination board</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	Hung, Thuan Thanh, Hue City, TTH province
30 Nov 2020	Meeting with Phong Dien district, TTH province 14:00-16:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project, focusing on activities implemented in the district.</li> <li>• Discuss the status and management of the WPAs and its management coordination board</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Ms. Nguyen Thi Quynh Chau, official of Sub-DONRE</li> </ul> <p>Address: Phong Dien town, Phong Dien district, TTH province</p>
01 Dec 2020	Meeting with Quang Thai commune, Quang Dien district, TTH province 9:00-11:30	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project, focusing on activities implemented in the commune</li> <li>• Discuss the status and management of the WPAs</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Pham Cong Phuoc, Chair man of the commune</li> </ul> <p>Address: Quang Thai commune, Quang Dien district, TTH province</p>
02 Dec 2020	Meeting with Huong Phong commune, Huong Tra town, TTH province 9:00-12:00	<ul style="list-style-type: none"> <li>• Discuss the implementation progress and achievement of the project, focusing on activities implemented in the commune</li> <li>• Discuss the status and management of the WPAs</li> <li>• Discuss strengthens, weakness, shortcomings, opportunities, lessons learns, impact, sustainability...</li> <li>• Discuss other relevant issues of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Phan Huu Vinh, Vice Chair man of the commune</li> </ul> <p>Address: Huong Phong commune, Huong Tra town, TTH province</p>

## ANNEX G: EVALUATION QUESTIONS AND EVALUATION CRITERIA MATRIX

A requisite element of the UNDP/GEF evaluation process is the preparation by the TE team of evaluation questions and an evaluation criteria matrix. The matrix is an important tool, which presents the core questions to be answered during the course of the evaluation. The questions are organized according to the evaluation criteria which they are intended to shed light on—these correspond to the main evaluation elements, namely **relevance**, **effectiveness**, **efficiency**, **sustainability** and **impact**. The matrix also includes the verifiable indicators which should be used to determine whether or not a specific target has been achieved, and the sources of information upon which such determinations are based. The evaluation questions and matrix are presented in Table G-1, below.

**Table G-1. Evaluation Criteria and Questions Matrix**

No.	Evaluative Criteria and Questions	Indicators	Sources
<ul style="list-style-type: none"> <li>RELEVANCE: How does the project relate to the main objectives of the GEF focal area, and to the environment and development priorities at the local national and regional level?</li> </ul>			
1	<ul style="list-style-type: none"> <li>Has the project contributed to the improved management of wetlands and their component biodiversity values, within the project area?</li> </ul>	<ul style="list-style-type: none"> <li>Measurable reported adoption of improved wetlands management practices (e.g., conservation, protection, rehabilitation, sustainable livelihood)</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>PIRs, AWP</li> </ul>
2	<ul style="list-style-type: none"> <li>Has the project increased the area of protection of critical wetlands within linked landscapes, which have recognized ecological value or are utilized as habitat by vulnerable species of wildlife or other flora and fauna?</li> </ul>	<ul style="list-style-type: none"> <li>Increase in area of land (ha) afforded protection or classification for conservation</li> <li>Declaration of new conservation areas</li> </ul>	<ul style="list-style-type: none"> <li>Survey results</li> <li>Tracking tools</li> </ul>
3	<ul style="list-style-type: none"> <li>Has the project contributed towards the restoration of degraded wetlands within the project area?</li> </ul>	<ul style="list-style-type: none"> <li>Time-series data on area of pristine vs. restored vs. degraded wetland habitats</li> </ul>	<ul style="list-style-type: none"> <li>Survey results</li> <li>Project reports</li> <li>Tracking tools</li> </ul>
4	<ul style="list-style-type: none"> <li>Has the project advanced the aspirations, objectives and priorities at the local, state, national or regional levels, for biodiversity conservation? Specifically, has the project demonstrated consistency with the Biodiversity Law of 2008 and if so, how?</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened statements of commitment regarding biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>Relevant government planning, policy or strategy documents</li> </ul>

No.	Evaluative Criteria and Questions	Indicators	Sources
5	<ul style="list-style-type: none"> <li>Have biodiversity and/or wetlands conservation been effectively mainstreamed into national or provincial-level development plans, policies, and legal instruments, and if so, how?</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened statements of commitment regarding biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>Revised State- Or provincial-level policy documents, planning guidelines etc.</li> </ul>
<ul style="list-style-type: none"> <li><b>EFFECTIVENESS:</b> To what extent have the expected outcomes and objectives of the project been achieved?</li> </ul>			
6	<ul style="list-style-type: none"> <li>Have new wetland PAs and relevant systemic capacities for their effective management been established (Outcome 1)?</li> </ul>	<ul style="list-style-type: none"> <li>Relevant institutions strengthened or established</li> <li>New wetland PAs established and afforded legal status through necessary legal instruments</li> <li>Coordinating bodies established</li> <li>Sustainable financing sources committed</li> <li>Management plans developed</li> <li>Capacities of management personnel enhanced for overseeing effective wetlands biodiversity conservation</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>AWPs, PIRs</li> <li>Other project documents</li> </ul>

No.	Evaluative Criteria and Questions	Indicators	Sources
7	<ul style="list-style-type: none"> <li>Has the integrity of wetland PAs within the wider wetland connected landscapes been secured? (Outcome 2)</li> </ul>	<ul style="list-style-type: none"> <li>Institutions strengthened or established</li> <li>Coordinating bodies established</li> <li>Necessary budgetary support for PA operations secured</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>AWPs, PIRs</li> <li>Other project documents</li> </ul>
8	<ul style="list-style-type: none"> <li>Was the project effective in engaging and coordinating with stakeholders at all relevant levels (e.g., national and state governments, NGOs, communities, private sector)?</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of stakeholder coordination mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Records of project meetings</li> <li>PIRs</li> </ul>
9	<ul style="list-style-type: none"> <li>Was the project effective in: <ul style="list-style-type: none"> <li>Building capacity among PA managers?</li> <li>Improving awareness of the importance of biodiversity conservation, among local communities?</li> <li>Supporting the strengthening or enactment of laws and regulations for improved wetlands protection?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>establishment of management boards</li> <li>Value-added knowledge towards effective protected areas management and protection of biodiversity in linked landscapes</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Management board articles of establishment</li> <li>Management board meeting minutes</li> <li>Documentation of new or strengthened decrees, circulars</li> </ul>
	<ul style="list-style-type: none"> <li>Was adaptive management used or needed to ensure project effectiveness? If so what are some examples?</li> </ul>	<ul style="list-style-type: none"> <li>Comments on/ modifications to project implementation</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, AWPs</li> <li>Other project documents</li> </ul>
<ul style="list-style-type: none"> <li><b>EFFICIENCY:</b> Was the project implemented efficiently, in line with international and national norms and standards?</li> </ul>			
10	<ul style="list-style-type: none"> <li>Was adaptive management used or needed to ensure efficient resource use? If so what are some examples?</li> </ul>	<ul style="list-style-type: none"> <li>Comments on/ modifications to project financial management</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, AWPs</li> <li>Other project documents</li> </ul>
11	<ul style="list-style-type: none"> <li>The prodoc provided a suggested project organization chart for project implementation and monitoring of components. Was this used as a management framework for the implementation of the project, and applied accordingly?</li> </ul>	<ul style="list-style-type: none"> <li>Comments on/ modifications to Project organization</li> </ul>	<ul style="list-style-type: none"> <li>Inception report</li> <li>Other project documents</li> </ul>

No.	Evaluative Criteria and Questions	Indicators	Sources
12	<ul style="list-style-type: none"> <li>Were the project logical framework and work plans used as management tools, and were any changes made to them?</li> </ul>	<ul style="list-style-type: none"> <li>Revised project results framework</li> <li>Revised work plans</li> </ul>	<ul style="list-style-type: none"> <li>Inception report</li> <li>project progress reports</li> </ul>
13	<ul style="list-style-type: none"> <li>Were the accounting and financial systems in place adequate for project financial management and for producing accurate and timely financial information?</li> </ul>	<ul style="list-style-type: none"> <li>Satisfactory ratings in financial audit reports</li> </ul>	<ul style="list-style-type: none"> <li>Spot reports</li> <li>Financial audit reports</li> </ul>
14	<ul style="list-style-type: none"> <li>Were progress reports produced accurately, and on time? Were they responsive to reporting requirements including adaptive management changes?</li> </ul>	<ul style="list-style-type: none"> <li>Satisfactory rating in project reviews</li> </ul>	<ul style="list-style-type: none"> <li>PIRs</li> <li>MTR</li> </ul>
15	<ul style="list-style-type: none"> <li>Was co-financing provided as planned?</li> </ul>	<ul style="list-style-type: none"> <li>Satisfactory ratings in financial audit reports</li> </ul>	<ul style="list-style-type: none"> <li>Financial audit reports</li> </ul>
16	<ul style="list-style-type: none"> <li>Was procurement carried out efficiently?</li> </ul>	<ul style="list-style-type: none"> <li>Satisfactory ratings in financial audit reports</li> </ul>	<ul style="list-style-type: none"> <li>Financial audit reports</li> </ul>
<ul style="list-style-type: none"> <li><b>SUSTAINABILITY:</b> To what extent are there financial, institutional, socioeconomic, and/or environmental risks to sustaining long-term project results?</li> </ul>			
17	<ul style="list-style-type: none"> <li>A variety of risk factors (e.g., development vs. conservation, climate change, institutional conflicts, etc.) were assessed during project formulation and then revised at inception. How were the identified risks managed? What is the level of these risks at the end of the project and is there a need to address these risks beyond the project?</li> </ul>	<ul style="list-style-type: none"> <li>Revised statement of risks in project documents</li> <li>Risk strategies</li> </ul>	<ul style="list-style-type: none"> <li>Inception report</li> <li>PIRs, AWP</li> <li>Stakeholder interviews</li> </ul>
18	<ul style="list-style-type: none"> <li>What is the likelihood of financial resources being sustained, once the project ends?</li> </ul>	<ul style="list-style-type: none"> <li>Financing mechanisms developed</li> </ul>	<ul style="list-style-type: none"> <li>PIRs, AWP</li> <li>Stakeholder interviews</li> </ul>
19	<ul style="list-style-type: none"> <li>Did the project develop effective partnerships or cooperative agreements that will be sustained in the future, and are key stakeholders sufficiently convinced of the importance of the project, to support it over the long-term?</li> </ul>	<ul style="list-style-type: none"> <li>Demonstration of stakeholder ownership</li> </ul>	<ul style="list-style-type: none"> <li>Project documents</li> <li>Interviews</li> </ul>

No.	Evaluative Criteria and Questions	Indicators	Sources
20	<ul style="list-style-type: none"> <li>Has the project contributed to the creation of an enabling environment that can support continuing wetlands conservation activities over the long term?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of legal and institutional strengthening</li> </ul>	<ul style="list-style-type: none"> <li>PIRs</li> <li>Stakeholder interviews</li> </ul>
<ul style="list-style-type: none"> <li><b>IMPACT:</b> Are there indications that the project has contributed to, or enabled progress toward, reduced environmental stress and/or improved ecological status?</li> </ul>			
22	<ul style="list-style-type: none"> <li>Has progress been made toward conserving biodiversity in the wetlands of the project area, and has this been accurately measured?</li> </ul>	<ul style="list-style-type: none"> <li>Baseline data</li> <li>Survey data</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Tracking tools</li> </ul>
23	<ul style="list-style-type: none"> <li>What lessons have been learned from the project regarding achievement of outcomes, which could be applied to other similar projects working at the landscape level? Has the project provided a platform to enable the upscaling of the lessons from this project?</li> </ul>	<ul style="list-style-type: none"> <li>Examples of lessons learned</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder interviews</li> <li>Inception report</li> <li>Annual PIRs</li> <li>MTR</li> </ul>
24	<ul style="list-style-type: none"> <li>Has the project effectively engaged policy-makers in mainstreaming wetlands biodiversity, and ensured that there is a level of political commitment sufficient to sustain project benefits? Has this translated into enactment of laws/plans/policies to strengthen initiatives for conserving biodiversity and protecting wetlands?</li> </ul>	<ul style="list-style-type: none"> <li>Policies and laws relating to biodiversity and/or wetlands conservation enacted</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder consultations</li> <li>New decrees, circulars</li> </ul>
25	<ul style="list-style-type: none"> <li>Changes have occurred in relation to the conservation of wetlands during the project period. Would such changes (i.e., creation of new wetland PAs, promulgation of decrees/circulars for wetland conservation) have occurred anyway, even without the project (i.e., in a “without project” vs. “with project” scenario)?</li> </ul>	<ul style="list-style-type: none"> <li>Policies and laws relating to biodiversity and wetlands conservation enacted; biodiversity/wetlands conservation concerns integrated in policy formulation and decisions</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder interviews</li> <li>Annual PIRs</li> </ul>

## Annex H: TE Rating Scales

<b>Rating Project Performance</b>		
<b>Criteria</b>	<b>Comments</b>	
<b>Monitoring and Evaluation:</b> Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall quality of M&E	(rate 6 pt. scale)	
M&E design at project start up	(rate 6 pt. scale)	
M&E Plan Implementation	(rate 6 pt. scale)	
<b>IA &amp; EA Execution:</b> Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Implementation/Execution	(rate 6 pt. scale)	
Implementing Agency Execution	(rate 6 pt. scale)	
Executing Agency Execution	(rate 6 pt. scale)	
<b>Outcomes</b> Highly Satisfactory (HS), Satisfactory (S) Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), Highly Unsatisfactory (HU)		
Overall Quality of Project Outcomes	(rate 6 pt. scale)	
Relevance: relevant (R) or not relevant (NR)	(rate 2pt. scale)	
Effectiveness	(rate 6 pt. scale)	
Efficiency	(rate 6 pt. scale)	
<b>Sustainability:</b> Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U).		
Overall likelihood of risks to Sustainability:	(rate 4pt. scale)	
Financial resources	(rate 4pt. scale)	
Socio-economic	(rate 4pt. scale)	
Institutional framework and governance	(rate 4pt. scale)	
Environmental	(rate 4pt. scale)	
<b>Impact:</b> Significant (S), Minimal (M), Negligible (N)		
Environmental Status Improvement	(rate 3 pt. scale)	
Environmental Stress Reduction	(rate 3 pt. scale)	
Progress towards stress/status change	(rate 3 pt. scale)	
<b>Overall Project Results</b>	(rate 6 pt. scale)	

Source: Annex 2, TOR, in UNDP-GEF Guidance for Conducting Terminal Evaluations.

**Explanation of ratings**

<p><b>Ratings for Outcomes, Effectiveness, Efficiency, M&amp;E, I&amp;E Execution:</b></p> <p>6 – <b>Highly Satisfactory (HS)</b>: no shortcomings</p> <p>5 – <b>Satisfactory (S)</b>: minor shortcomings</p> <p>4 – <b>Moderately Satisfactory (MS)</b></p> <p>3 – <b>Moderately Unsatisfactory (MU)</b>: significant shortcomings</p> <p>2 – <b>Unsatisfactory (U)</b>: major problems</p> <p>1 – <b>Highly Unsatisfactory (HU)</b>: severe problems</p>	<p><b>Sustainability Ratings:</b></p> <p>4 – <b>Likely (L)</b>: negligible risks to sustainability</p> <p>3 – <b>Moderately Likely (ML)</b>: moderate risks</p> <p>2 – <b>Moderately Unlikely (MU)</b>: significant risks</p> <p>1 – <b>Unlikely (U)</b>: severe risks</p>	<p><b>Relevance Ratings:</b></p> <p>2 – <b>Relevant (R)</b></p> <p>1 – <b>Not Relevant (NR)</b></p> <hr/> <p><b>Impact Ratings:</b></p> <p>3 – <b>Significant (S)</b></p> <p>2 – <b>Minimal (M)</b></p> <p>1 – <b>Negligible (N)</b></p>
<p><i>Additional ratings where relevant:</i></p> <p><b>Not Applicable (N/A)</b></p> <p><b>Unable to Assess (U/A)</b></p>		

Source: Annex 2, TOR Annex D., in UNDP-GEF Guidance for Conducting Terminal Evaluations.

**Annex I: Management Effectiveness Tracking Tools**

(provided as separate files)

**Annex J: TE Report Clearance Form**

**Terminal Evaluation Report for *Conservation of Critical Wetland Protected Areas and***

*Linked Landscapes PIMS#4537*

**Reviewed and Cleared By:**

**Commissioning Unit (M&E Focal Unit)**

Name: **Nguyen Thi Ngoc Han**, M&E Analyst, UNDP Viet Nam Country Office

Signature:  \_\_\_\_\_ Date: 29 March 2021

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: Bipin Pokharel

Signature:  \_\_\_\_\_ Date: 9 April 2021

**Annex K: Co-Financing Template**

Co-financing (type/source)	UNDP financing (US\$m)		Government (US\$m)		Partner Agency (US\$m)		Total (US\$m)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants	1,000,000	1,000,000	20,000	150,787			<b>1,020,000</b>	<b>1,150,787</b>
Loans/Concessions							-	-
In-kind support			16,377,200	40,387,665	1,020,000	1,300,000	<b>17,397,200</b>	<b>41,687,665</b>
Other							-	
<b>Totals</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>16,397,200</b>	<b>40,538,452</b>	<b>1,020,000</b>	<b>1,300,000</b>	<b>18,417,200</b>	<b>42,838,452</b>