

**Mid-Term Review of the Project  
“Promoting sustainable livestock management and  
ecosystem conservation in Northern Ukraine”**

**Final Mid-Term Report**

UNDP PIMS#	6395
# GEF ID	10264
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Report date	October 8, 2024
Region and countries covered by the report	Ukraine
GEF Strategic Program / Action Area	Biodiversity, Climate Change and Land Degradation
Executing Agency/Executing Partner and other Project Partners	Ministry of Environmental Protection and Natural Resources of Ukraine
MTR Team Members	José Galindo - International Evaluator
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## ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
ATC	Amalgamated Territorial Communities
CO2	Carbon dioxide
EIA	Environmental Impact Assessment
FOLUR	Food Systems, Land Use and Restoration
GEF	Global Environment Facility
GIS	Geographic Information Systems
GHG	Greenhouse Gas
HCV	High Conservation Value
ILUP	Integrated Land Use Plan
IP	Implementing Partner
ITA	International Technical Advisor
KBA	Key Biodiversity Areas
LDN	Land Degradation Neutrality
LULUCF	Land Use, Land Use Change, and Forestry
M&E	Monitoring and Evaluation
MAPF	Ministry of Agrarian Policy and Food
MEDTA	Ministry of Economic Development, Trade, and Agriculture
MEPNR	Ministry of Environmental Protection and Natural Resources
METT	Management Effectiveness Tracking Tool
MRV	Monitoring, Reporting and Verification
MTR	Mid-Term Review
NGO	Non-Governmental Organization
PA	Protected Area
PIR	Project Implementation Report
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
SESP	Social and Environmental Screening Protocol
SDG	Sustainable Development Goals
SLM	Sustainable Land Management
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFCCC	United Nations Framework Convention on Climate Change
WWF	World Wildlife Fund

# 1 EXECUTIVE SUMMARY

**Table 1 Project Information**

Project Title	<b>Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine</b>		
GEF Project ID:	10264	PIF approval date:	Jun 13, 2019
GEF Agency Project ID:	10201	CEO Endorsement Date:	Jun 3, 2021
Agency(ies) GEF:	UNDP	Project Document Signature Date:	Nov 24, 2021
UNDP Business Unit Award ID:		Date Project Coordinator hired:	May 24, 2022 Mar 31, 2023 Oct 4, 2023
Country (ies):	Ukraine	Date of Inception Workshop:	Jun 27, 2023
Region:	Europe and Central Asia	Date of Mid-Term Evaluation:	Aug 16, 2024
Focal Areas:	Biodiversity, Climate Change and Land Degradation	Date of final evaluation report:	Aug 24, 2026
GEF Focal Area Strategic Objective:	Biodiversity: 1) Improve the conservation status of and management effectiveness of Key Biodiversity Areas (KBAs) that provide ecosystem services, and which act as critical habitats for several globally threatened species. Climate Change: 1) Generate benefits by restoring degraded peatlands to their natural condition. Land Degradation: 1) Support on the ground implementation of Sustainable Land Management (SLM) to achieve Land Degradation Neutrality (LDN).		
Trust Fund:	GEF	Planned date for operational closure:	Nov 24, 2026
Implementing Partner:	Ministry of Environmental Protection and Natural Resources of Ukraine		
<b>Financing</b>			
		at CEO approval date (USD)	at Mid-Term Review (USD)*.
<b>[1] Total GEF funding:</b>		6,756,000	618,348
[2] Ratnivsky LLC		2,000,000	
[3] UkrMilkInvest		3,000,000	15,707
[4] Deddens Agro Company		1,000,000	1,800,045
[5] Private Agricultural Enterprise "Ukraine"		1,000,000	465,097
[6] Ukrainian Cooperative Federation		1,000,000	8,731
[7] Ukrainian Genetic Company		150,000	224,060
[8] Ministry for Economic Development, Trade, and Agriculture of Ukraine		52,914,980	
[9] Ministry of Environmental Protection and Natural Resources of Ukraine		1,820,000	
[10] Rivne Regional State Administration		594,000	
[11] Association of Rivne Amalgamated Territories		21,386	

[12] Zabrody Village Council	20,000	
[13] Institute of Water Problems and Melioration of Ukraine	2,300,000	
[14] Institute of Space Research of Ukraine	1,255,000	
[15] Volyn Regional Public Union Association of Regional Development	10,000	
[16] Frendt LLC		496,780
[17] UNDP contribution	300,000	
<b>[18] Total Co-financing</b> <b>[2+3+4+5+6+7+8+9+10+11+12+13+14+15+16+17]</b>	<b>67,385,366</b>	
<b>[19] PROJECT TOTAL COSTS [1+18]</b>	<b>74,141,366</b>	<b>3,010,420</b>

### Project description

1. This multi-focal full-size project under the global GEF Impact Program on Food Systems, Land Use, and Restoration (FOLUR), seeks to transform the current system of planning and managing livestock in the Northern Ukraine Landscape. The project's approach relies on i) implementation of sustainable Integrated Land Use Plans (ILUPs); ii) land restoration, and promotion of sustainable livestock production practices and value chains, including a multi-stakeholder sustainable livestock platform; iii) conservation and restoration of natural habitats; and iv) coordination, learning, information dissemination, and knowledge management.
2. The project carries a GEF investment of USD 6,756,000 and co-financing commitment of USD 67,385,366. The project started on November 24 2021; it is originally expected to close by November 24 2026.

**Table 2 Midterm (MTR) Ratings and Achievement Summary Table**

Measure	MTR Rating	Achievement Description
<b>Progress Towards Results</b>	Outcome 1: Moderately Satisfactory (MS)	Outcome 1 has achieved 43% compliance. The outcome is expected to achieve most of its end-of-project targets but with significant shortcomings due to the limited time available until the end of the project.
	Outcome 2: Moderately Satisfactory (MS)	Outcome 2 has achieved 63% compliance. It is on track to achieve most of its end-of-project targets but with significant shortcomings due to the limited time available until the end of the project.
	Outcome 3: Moderately Unsatisfactory (MU)	Outcome 3 has achieved 15% compliance. It presents a reasonable risk of not achieving most of its end-of-project targets.
	Outcome 4: Satisfactory (S)	Outcome 4 has achieved 83% compliance. It is on track to achieve most of its intended targets with minor shortcomings.
<b>Project Implementation &amp; Adaptive</b>	Moderately Satisfactory (MS)	The project demonstrated flexibility and high adaptation capacity. Continuity of the PMU is the major success factor of the project.

<b>Management</b>		
<b>Sustainability</b>	Moderately Likely (ML)	The project is affected by a force majeure situation. The MTR finds moderate and significant risks to project success.

### Concise summary of conclusions

3. After a difficult start up process, the project is now on track and operational. The time lost during the first years of project implementation are attributed to the full-scale invasion of Ukrainian territory by Russia. Both the IP and UNDP did what was reasonable to keep the project on track considering the force majeure event.
4. The time lost would not allow the project to achieve all the expected outcomes and impact. The project has acquired implementation rhythm and shows the drive needed to deliver as expected if it was allowed to recover the time lost.
5. In terms of progress, the core indicators currently report 68% compliance. In terms of progress by outcome, overall progress reported is 57%, eight indicators have reached their mid-term targets. The original project budget equals USD 6.756 million from the GEF. By September 2024, the project has executed only USD 618,358 which is 9.15% of the total available budget.
6. A remaining barrier to achieving the project objective is clearly time. Unstable political and legal frameworks pose a constant challenge to implementation, however, continuity of the PMU proved to be the most relevant barrier and a critical success factor for the project.

**Table 3 Recommendations**

#	Recommendation	Timeframe	Responsible Entity
1	The project was severely affected by a force majeure event. The government and UNDP acted in a reasonable manner, performed at its best capacity to put the project on track and ready to deliver the same ambition if allowed to recover the time lost. This MTR recommends to consider a 18 months extension.	4 months	UNDP
2	A revised results framework has been drafted, adequately revising some targets based on updated baselines and the current implementation context. This MTR recommends a careful review of the assumptions and risks, which should be more conservative considering the current national context and the uncertainty about the future.	3 months	PMU
3	The MTR stresses the importance of ensuring that this revised results framework is formally presented and approved by the Project Board as soon as possible, to reduce uncertainty and concentrate on communicating and achieving the new targets.	6 months	PMU

4	The PMU faced high turnover adding uncertainty to a very complex project. On the other hand, procurement of human resources proved to be difficult both in Ukraine and abroad. The MTR recommends to strengthen the PMU capacity to ensure stability of its core staff and additional support to attract, recruit and retain talent. The project must have a plan and concrete measures in place to reduce the risk of PMU’s rotation. Specialized human resources and procurement support from UNDP CO is needed to further assess and mitigate this risk.	Continuous until the end of the project	UNDP
5	Communication has been effective to regain contact with stakeholders; however, most interviewees are still informed and engaged in specific siloed aspects or outcomes of the project. The MTR recommends strengthening the integrated narrative of the project, stressing the linkages and aggregated expected impact of the different interventions prioritized by the project. This may be achieved through a stakeholder outreach and communications plan that focuses on key messages of the integrated approach.	6 months	PMU
6	The project expects to achieve a transformational impact in terms of the adoption of new sustainable practices. Considering the number of communities involved, the project needs specific communication channels to speed up technology transfer, share knowledge and inspire replication. UNDP’s website and social media platforms are suitable for corporate purposes, but are not designed to keep participating communities informed, involved and engaged. The MTR recommends to engage an experienced partner with the means and capacities to manage strategic communication and learning channels.	6 months	PMU UNDP
7	The project could greatly benefit from a detailed multiyear process-oriented implementation plan, specifying each step needed to achieve all project outcomes.	3 months	UNDP
8	Interviewees agree that administrative and procurement procedures should be more flexible and adaptive to avoid further unnecessary delays which may deepen implementation gaps.	9 months	UNDP
9	The MTR considers there is a risk that the project would not be able to achieve the expected co-financing commitments. Co-financing is critical for achieving some targets and ensuring uptake and sustainability. The MTR recommends a comprehensive update of these co-financing commitments as a means to further position and engage current and potential sources.	6 months	PMU UNDP



10	Considering the impact of war on woman, this MTR recommends increasing the focus on support for sustainable practices by women-headed farms.	Continuous until the end of the project	PMU
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## 2 INTRODUCTION

### 2.1 MTR purpose and objectives

7. The purpose of the mid-term review is to assess the progress made in achieving the project objectives and assess early signs of project success or failure with the goal of identifying the necessary changes to be made in order to set the project on-track to achieve its intended results. The MTR will also review the project's strategy and its risks to sustainability.
8. The MTR has evaluated the results according to the criteria described in the Guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). The specific objectives are:
  - a) Ensure the success of the project by identifying any changes that need to be incorporated into adaptive management to achieve the expected results:
  - b) Ensure accountability for the achievement of project objectives, as well as those of UNDP-GEF, and encourage accountability in the use of resources.
  - c) Enhance organizational learning through documentation, feedback and dissemination of lessons learned.
  - d) Strengthen project oversight and management functions.

### 2.2 Scope & Methodology

9. The MTR was conducted based on the Guidance for conducting Midterm reviews of UNDP-supported, GEF-financed projects (2014). In accordance with the guide and the project context, the following tools were applied: a) documentation review; b) stakeholder interviews; c) questionnaires; d) field visits. During the process, there was active interaction between the evaluation consultant, the Ministry of Environmental Protection and Natural Resources (MEPNR), Ministry of Agrarian Policy and Food (MAPF), Ministry of Economic Development, Trade, and Agriculture (MEDTA), State Water Agency, State Service for Geodesy, Cartography and Cadaster, Regional (oblast) state administrations, UNDP Ukraine, the PMU and other stakeholders.

#### 2.2.1 Data collection and analysis

10. Two data collection techniques were used: document review and individual interviews, which are described below.

### **2.2.1.1 Secondary Information - Documentary Review**

11. The evaluator reviewed the documentation provided by the PMU and the implementing partners (IP). In accordance with the TOR, 22 documents were considered essential for this review. A detailed list of documents and their status of implementation is presented in Annex 3.
12. Based on this analysis, the evaluation team prepared a detailed description of the project covering the identified problem, the established objectives and their respective activities. This provided a baseline situation prior to project implementation, as well as its perceived contribution or impact.

### **2.2.1.2 Stakeholder interviews and implementation site visits**

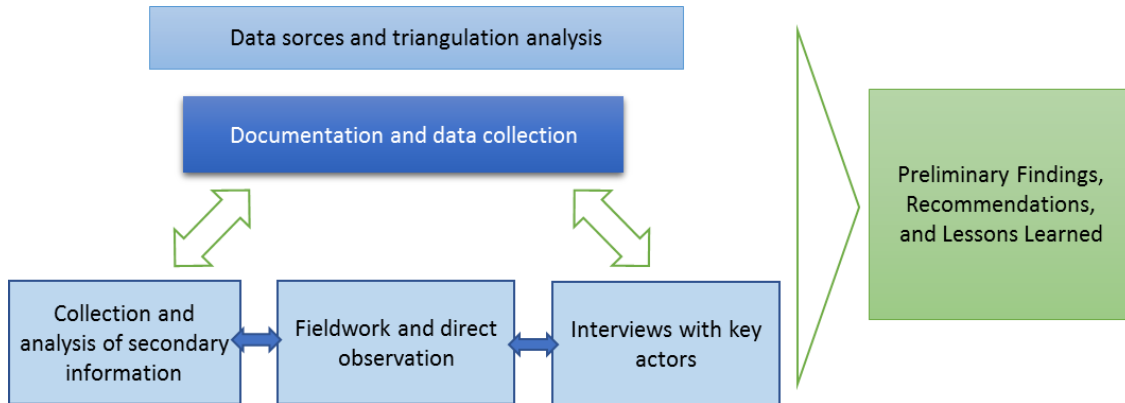
13. Following the suggestions of the Guidelines, the evaluation applied a consultative approach that included interviews with diverse stakeholders. This activity sought to enrich the vision of the context through first-hand contact with the most representative actors in the implementation of the project, thus receiving testimonies on the progress and barriers encountered so far.
14. To conduct the interviews, an identification of stakeholders was carried out together with the PMU to interview them virtually and during the field mission.
15. A questionnaire was used for the different interviews, focusing on the participation of the different actors according to their role in project implementation (Annex 6). The questionnaire included several questions related to gender equality and women's empowerment for the different project stakeholders, and various specific questions for the project beneficiaries.
16. The mission or visit to implementation sites was planned with the PMU to coordinate the sites to be visited, as well as the stakeholders in the territory to be interviewed, including representatives of state institutions, local institutions and beneficiaries (Annex 7 and 9).

### **2.2.2 Information analysis**

17. Within the framework of the Guide, the results and impacts of the project were assessed using the evaluation matrix (Annex 4), which identified the key questions related to the evaluation criteria and cross-cutting issues, and the methods selected (desk review and interviews).
18. Initially, at the completion of the interview phase, the evaluation team systematized and analyzed the information gathered from primary and secondary information sources to generate the most relevant and representative findings of all the data collected so far. With this first analysis, the findings were presented to the UNDP country office and the project team. At the end of the presentation, important feedback and clarifications were gathered for the preparation of the review report.
19. Subsequently, the evaluators conducted an in-depth analysis to reinforce the credibility and validity of the findings, judgments and conclusions obtained. The evaluation consultant used triangulation techniques to ensure technical quality. Triangulation consisted of double or triple checking the results of the data

analysis by comparing the information obtained through each data collection method (desk study and individual interviews) (Figure 1).

**Figure 1 Information Analysis Diagram**



Source: José Galindo, 2024

### 2.2.3 Draft Final Report

20. After information was gathered and analyzed, this report presents the main findings and recommendations of a technical and practical nature, which reflect a realistic understanding of the project's achievements, and seek to facilitate the identification of influencing factors and possibilities for advancing project performance including corrective measures and compliance with the objectives and results established in the logical framework.
21. The review was strictly governed by the standards of good evaluations of utility, feasibility, accuracy and neutrality. The project review will apply to the design, implementation and results of the project for each of its Outcomes.
22. Project design: the project formulation and design were assessed by analyzing the ProDoc to determine whether the strategy is proving effective in achieving the desired results; the proposed indicators and targets were critically analyzed to assess whether they meet "SMART" (Specific, Measurable, Achievable, Realistic and Time-bound) criteria; and finally, how other broader aspects of the development concept have been integrated into the project design.
23. Progress in the achievement of results: the progress made by the project was analyzed for each of its results. The GEF monitoring tools that were provided to the evaluators were reviewed. The mid-term progress towards the achievement of the objectives and each outcome of the project was evaluated.
24. Project implementation and adaptive management: aspects related to management mechanisms, work planning, financing and co-financing, monitoring and evaluation systems at project level, stakeholder involvement, information and communication were assessed.
25. Sustainability: the likelihood that project benefits will last over time after project completion was assessed. Risks likely to be faced by the project were examined to ensure that the results will continue when the project is completed.

## **2.3 Ethics**

26. The evaluation was conducted in adherence to the principles outlined in the United Nations Evaluation Group (UNEG) 'Ethical Guidelines for Evaluations' and GEF and UNDP policies on monitoring and evaluation. The evaluators safeguarded the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing data collection and reporting. The evaluators also ensured the security of information collected before and after the evaluation, protocols followed to ensure anonymity and confidentiality of information sources.

## **2.4 Limitations of the evaluation**

27. The project is now in its third year of implementation reporting significant delays due to the full-scale invasion which started in February 2022, shortly after the project received its first disbursement. Although it is chronologically the mid-term, the MTR will account for a shorter period of actual implementation.
28. Everything has changed in Ukraine after the war started; the MTR took into account the ongoing war in the context of the project implementation. The MTR was careful to assess the war as a force majeure situation that has had a considerable impact on the project's execution to date.
29. Among other related limitations, the MTR faced limited availability and access to field sites due to security considerations. Virtual meetings were arranged to mitigate this limitation. Few days before the mission, due to the change of the Minister of Environmental Protection and Natural Resources of Ukraine, some of the expected interviews with authorities from the Ministry were not realized.

## **2.5 MTR Report Structure**

30. The MTR report is structured in three levels, beginning with this introductory chapter to the evaluation and its methodological process. A second level, covering chapters 2, 3 and 4, presents the evaluation results for each stage of the project life cycle. The main findings and analysis of the evaluation are summarized in the final chapter, presenting conclusions and recommendations.

# **3 PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT**

## **3.1 Development context: environmental, socio-economic, institutional and political factors relevant to the objective and scope of the project**

31. The Northern Ukraine Landscape is highly mosaic: production landscapes in many instances neighbor natural areas of high conservation value (HCV). This is largely due to hydrological connectivity: many natural areas are surrounded by drainage networks, which function to significantly lower the ground water table and create a threat to wetland birds (e.g. at PripyatStokhid or Perebrody

wetlands), some of which are among the largest Ramsar sites in Ukraine, (Perebrody 12,178 hectares) and home to the aquatic warbler and a number of other threatened species. Unabated drainage of the land destroys habitat in Polesky Natural Reserve (Sizonovka and Olzhin Brod areas). The water table at many wetlands protected areas is as low as -1.5 m, causing drying out of pine and alder forest (250 ha of forest lost in 2017 in Perebrody alone). Some of the smaller wetlands are completely disappearing (e.g. Volysok).

32. In Northern Ukraine, the dominating ecosystems type are peatlands, whose condition is vulnerable to current patterns of agricultural development, in particular livestock. Cattle production in Ukraine is a strategic sector which, in addition to provision of the population with the products of animal origin, creates conditions for year-round production and the keeping of social stability in rural areas via employment of local residents. However, the industry has been in decline in Ukraine over the past 30 years, as dynamic socioeconomic and socio-political conditions have led to a decline in the number of cattle in Ukraine, and to the amount of beef products consumed domestically. The destructive transformations have had a negative impact not only upon production volumes but also on the level of per capita consumption of milk and beef. Compared to 1990, when physiological standard of per capita consumption for these types of livestock products had been adhered to almost 100% (380 kg of milk and 31 kg of beef), in 2018 it was equal only to 210 kg and 7.5 kg respectively.

### **3.2 Problems that the project sought to address.**

33. Currently, the area of degraded agricultural peatlands in Ukraine is rising yearly. Degradation is especially high in those lands which have not been leased out by primary land holders to larger agricultural holdings. Also, the project identified the following key barriers affecting the biodiversity conservation and sustainable land management:
- Barrier 1: Ukraine does not have modern standards for restoration and sustainable wet soil cattle management.
  - Barrier 2: The lowering of the water table due to historical agricultural drainage has led to peat fires, peat mineralization, and the worsening of drought conditions.
  - Barrier 3: Inappropriate agriculture practices for wet soil / drained peatlands.
  - Barrier 4: Peatland and steppe forest degradation and loss.

### **3.3 Project description and strategy: objective, products and desired outcomes, description of places where it is developed.**

34. The project objective is 'To promote sustainable livestock management and conserve ecosystems in the Northern Ukraine landscape.' To achieve this objective, the project implements four project Outcomes: 1) Land use across the Northern Ukraine landscape is planned and managed in an integrated manner; 2) Livestock and related agricultural production in peatlands is managed sustainably, and does not contribute to land degradation or biodiversity loss; 3) Critical habitats in the Northern Ukraine landscape are restored and conserved;

and 4) Sustainable land use and restoration methods are documented and disseminated to catalyze additional positive changes. The project intervention area is shown in the map in Figure 2.

**Figure 2 Northern Ukraine Landscape**



Source: ProDoc, 2021

**3.4 Project execution mechanisms: project's Board of Directors brief description, agreements with main execution partners, etc.**

35. The Implementing Partner for this project is the Ministry of Environment Protection and Natural Resources of Ukraine, with the execution support service of chairing of the Project Steering Committee and coordinate the participation of other ministries, state agencies, and stakeholders in project implementation. The Implementing Partner requested UNDP to provide implementation support services, subject to the GEF approval on an exceptional basis. UNDP has been requested by the government to provide “all services related to support of execution of all project technical outputs and project management activities.
36. The Project is governed by a Project Steering Committee responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievance. The Project Steering Committee has the following composition:
  - UNDP Ukraine
  - MEPNR
  - MAPF
  - State Service for Geodesy, Cartography and Cadaster
37. The project is executed by the Project Management Unit (PMU), led by the project manager, a Lead National Tech Analyst, a Livestock and Value Chain Technical Analyst, an Outreach and Communications Associate, a Procurement Associate, a Project Associate, an International Technical Advisor, project accountant, and local technical advisors for Volyn, Rivne, Kyiv, Zhytomyr, Chernihiv, Vinnytsia and Khmelnytskyi regions. Additionally, the project is supported by UNDP through staff in Country Office and at regional and

headquarter levels as and when requested by the PMU and with approval from GEF.

### **3.5 Project timing and milestones**

- Project start: Nov 24, 2021
- First Disbursement Date: Jan 31, 2022
- Inception Workshop: Jun 27, 2023
- Mid-Term Review: Sep 30, 2024
- Final Evaluation: Aug 24, 2026
- Project Closure: Nov 24, 2026

### **3.6 Main stakeholders: summary list**

- Ministry of Economic Development, Agriculture and Trade of Ukraine
- State Water Agency of Ukraine
- State Forest Agency of Ukraine
- State Service of Geodesy, Cartography and Cadaster of Ukraine
- Oblast state administrations (Vinnytsia, Volyn, Zhytomyr, Kyiv, Rivne, Khmelnytsky, Chernihiv)
- National Nature Parks and Reserves, Regional Landscape Parks
- Limited liability corporation (LLC) Ukrmilkinvest
- LLC Deddens agro
- LLC Ratnivskiy agrarly
- LLC UGC
- Association of Ukrainian Protected Areas
- Organic Ukraine West NGO
- Ukrainian Society for Nature Conservation
- Association of Farmers and Private Landowners of Zhytomyr Oblast
- Civil society organization (CSO) network of Zhytomyr Region “Zelena Zhytomyrshchyna”
- Centre for Sustainable Community Development
- Rewilding Ukraine
- National Academy of Sciences of Ukraine (NASU)
- National Agrarian Academy of Sciences of Ukraine (NAAS)
- Institute of Water Problems and Reclamation of NAAS
- Zhytomyr National Agroecological University

## 4 FINDINGS

### 4.1 Project Strategy

#### 4.1.1 Project Design

38. Project design is comprehensive and detailed, it benefited from extensive consultation with a diverse group of stakeholders including beneficiaries and communities. Interviewees comment that the implementation strategy and selection of project intervention sites was considered robust.
39. The project holds special relevance for Ukraine, it is widely recognized as a pioneering initiative, among the first to address what were perceived as “postponed priorities” that otherwise would not have been attended with national resources. Moreover, the project is identified as an opportunity to move Ukraine forward towards meeting climate targets with the aim to become a European Union member.
40. Within a country with highly developed agriculture sector, interviewees mention the challenge of appropriation and country ownership of the project in a context where the livestock sector does not represent top governmental priorities. Similarly, the case of the conservation of wetlands and peatlands are also not considered as top priorities for the Ministry of Environmental Protection and Natural Resources.
41. The project design incorporated lessons from other relevant projects, for example, in terms of peatland restoration, the design builds on the experience and lessons learned from a previous project under the Water Resources Agency that ended in year 2018 with 3.000 hectares of peatlands restored; the livestock project was conceptualized as a means to further scale up and replicate the results achieved to other oblasts.
42. Stakeholders interviewed value the integrated approach of the project, addressing diverse environmental challenges and development issues, clearly aligned with several Sustainable Development Goals. In their opinion, this differentiates the project with other traditional interventions that are focused only on technical solutions, “specifics such as bombs and cleaning channels”.
43. The design phase faced uncertainty, partly due to the novelty of the proposed interventions but also because of the limited availability of information in the country, for example the costs of peatland remediation. This affected the accuracy of baselines, and in few cases that will be highlighted above, it affected the ambition of the targets. Institutional, administrative and legal reforms, that occurred during and after project design added additional uncertainty to project design, for example, the decentralization reforms that took place in 2020-2022 restructured the administrative jurisdictions at the local level. The risk analysis and proposed mitigation measures are considered adequate; however, project assumptions seem too optimistic and should be carefully revised considering the current national context.
44. Stakeholders widely agree that the project holds great ambition, starting with the geographic coverage (7 out of 24 total oblasts in Ukraine), the number of communities involved, and the limited experience and capacity available in the



country to address the project’s issues. Considering the baseline context and the limited budget available, such ambition risks diluting the project’s impact across a large number of interventions and activities.

- 45. The project is part of the GEF-7 FOLUR Global Platform, therefore project design is aligned to FOLUR’s overall structure and contributes to meet its indicators. This was helpful to bring the integrated approach, but also provided some constraints in terms of the project design because it provided a certain amount of externally dictated structure, scope, and approach. According to the interviews, the project could have been four independent projects; the narrative that unifies the four components and different interventions does not facilitate communication and understanding for the need of an integrated approach.

**4.1.2 Results framework**

- 46. The project complexity is amplified by a results framework that includes a high number of indicators (29). As a consequence, the ProDoc is not perceived as a friendly navigation tool for implementation and specially for communication purposes. A number of indicators account for outputs instead of impact, specially at outcome 4, therefore these could have been combined to reduce complexity and leave more space for adaptive management.
- 47. With regards to the results framework, few indicators do not fully comply with the smart criteria. Few indicators (5, 7, 20) are considered not specific and therefore difficult to measure, especially when both baselines and targets are formulated qualitatively using adjectives such as poor or comprehensive. Four indicators (2, 9, 10, 12) raise concern about the ambition, and should be carefully reviewed as they were already difficult to achieve before the full-scale invasion (Table 4).
- 48. Indicator 2 and 12 were updated following the national decentralization process; there are now 433 ATCs compared with the original 299 ATC’s at the time of project design. However, the initial project logic (pre-war and pre decentralization) was maintained, targeting 1/3<sup>rd</sup> of these ATCs. The war has affected the project’s ability to achieve original targets, maintaining the same logic followed during the PPG process may not fully account for the new context and existing capacities at all levels.
- 49. Indicators 9 and 10 are highly dependent on the national economy which is presenting a gradual recovery after the 30% GDP contraction at start of war. Other factors call for a conservative approach with regards to the targets, such as the damage to infrastructure and agriculture, as well as the overall uncertainty faced by the private sector about the future.

**Table 4 Indicators that do not meet the SMART criteria**

Indicator	S	M	A	R	T	Commentary
Indicator 2: Total area under improved management / Area of landscapes with clarified boundaries and allowable land uses in protected and production systems						Consider revise the ambition; this area represents more than 10% of total agricultural area in Ukraine.

<p>Indicator 5: Level of information regarding land status and tenure in Northern Ukraine Landscape</p>						<p>Ambiguous baseline as “poor information” has not been defined. It could be accurate and express as a percentage, for example, less than 30% of the total area of project landscapes. The target is also not specified as “comprehensive inventory and database” does not account as an objective and measurable target.</p>
<p>Indicator 7: Status of scientific, methodological, and regulatory basis for sustainable livestock management in wet peat soils (paludiculture)</p>						<p>Baselines and targets are not specific, the target should had been measured through an education and awareness survey that should be undertaken at the project inception stage. define poor. The target consequently does not specify the expected impact.</p>
<p>Indicator 9: Market share of livestock and dairy market in Northern Ukraine ascribed to multi-stakeholder partnership platform for sustainable livestock</p>						<p>Target unrealistic, revise ambition</p>
<p>Indicator 10: Public and private investments leveraged in support of sustainable commodity value chains through PPP or adoption of sustainability standards and practices (FOLUR Component 2 Outcome Indicator 8)</p>						<p>Target unrealistic, revise ambition</p>
<p>Indicator 12: Area or number of jurisdictions with improved and participatory approaches for restoration adopted (FOLUR Component 3 Outcome Indicator 1)</p>						<p>Target unrealistic, revise ambition</p>
<p>Indicator 20: Existence of capacity development and knowledge management products on agricultural land restoration and paludiculture</p>						<p>Ambiguous formulation of baselines and target. Baseline does nor define “limited technical capacity and understanding”. The target does not reflect the expected impact in comparison with the baseline.</p>
<p>Indicator 27: Private sector actors or coalitions, commodity value chain events, documents, press releases, etc. citing/using</p>						<p>Lacks ambition, considering the USD 48 million expected to leverage from public/private partnerships</p>

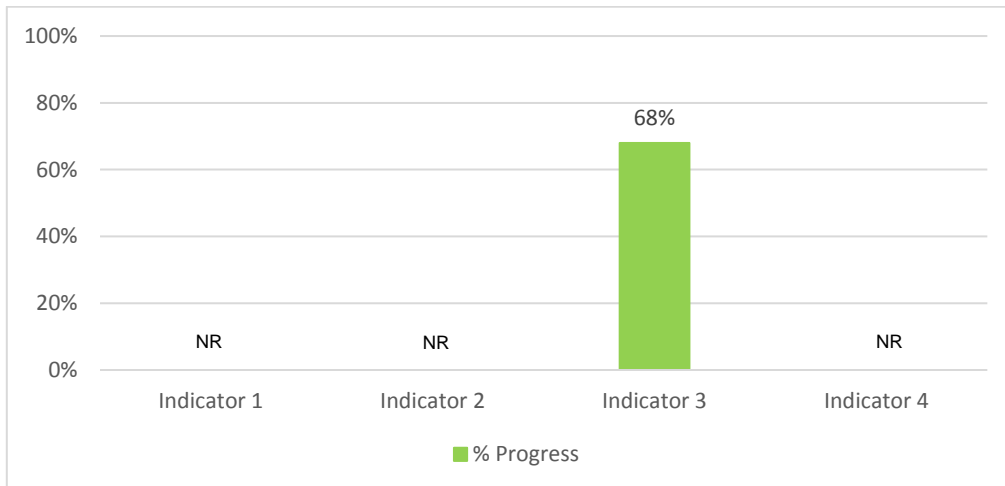
## 4.2 Progress Towards Results

### 4.2.1 Progress towards outcomes analysis

<b>Progress towards achieving the project objective</b>	Moderately satisfactory (MS)
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50. The objective indicators currently report 68% compliance (Figure 3), mainly due to the progress of indicator 3. The number of direct project beneficiaries has increased significantly, driven by two key factors: the Livestock Workshop in Vinnytsya, held as part of the communication campaign, and close cooperation with the selected protected areas. However, the overall target has not yet been reached due to a significant delay in the project's start up process (Table 5).
51. Mid-term targets were not established for indicators 1, 2, and 4, as these results are expected by the end of the project. The achievement of the target for indicator 1 will depend on the cumulative progress of indicators under Outcomes 1 and 2 and will be assessed closer to the end of the project. For indicator 2, maps of peatlands, Ramsar sites, Natural Reserve Funds, and Emerald Network sites have been developed to support the project's efforts in improving landscape management.
52. Regarding indicator 4, the international technical advisor (ITA), in consultation with the Ministry of Environmental Protection and Natural Resources and the staff from protected areas (PA), has reevaluated the list of species under this indicator. It has been proposed to exclude non-native species, such as the common tortoise (*Testudo graeca*). This change, along with other modifications suggested by the ITA, was approved by the RTA and should be ratified by the PB. There is no evidence of deterioration or new threats affecting the species for which the baseline has been established.

**Figure 3 Project progress based on its objective indicators**



NR: Not Reported

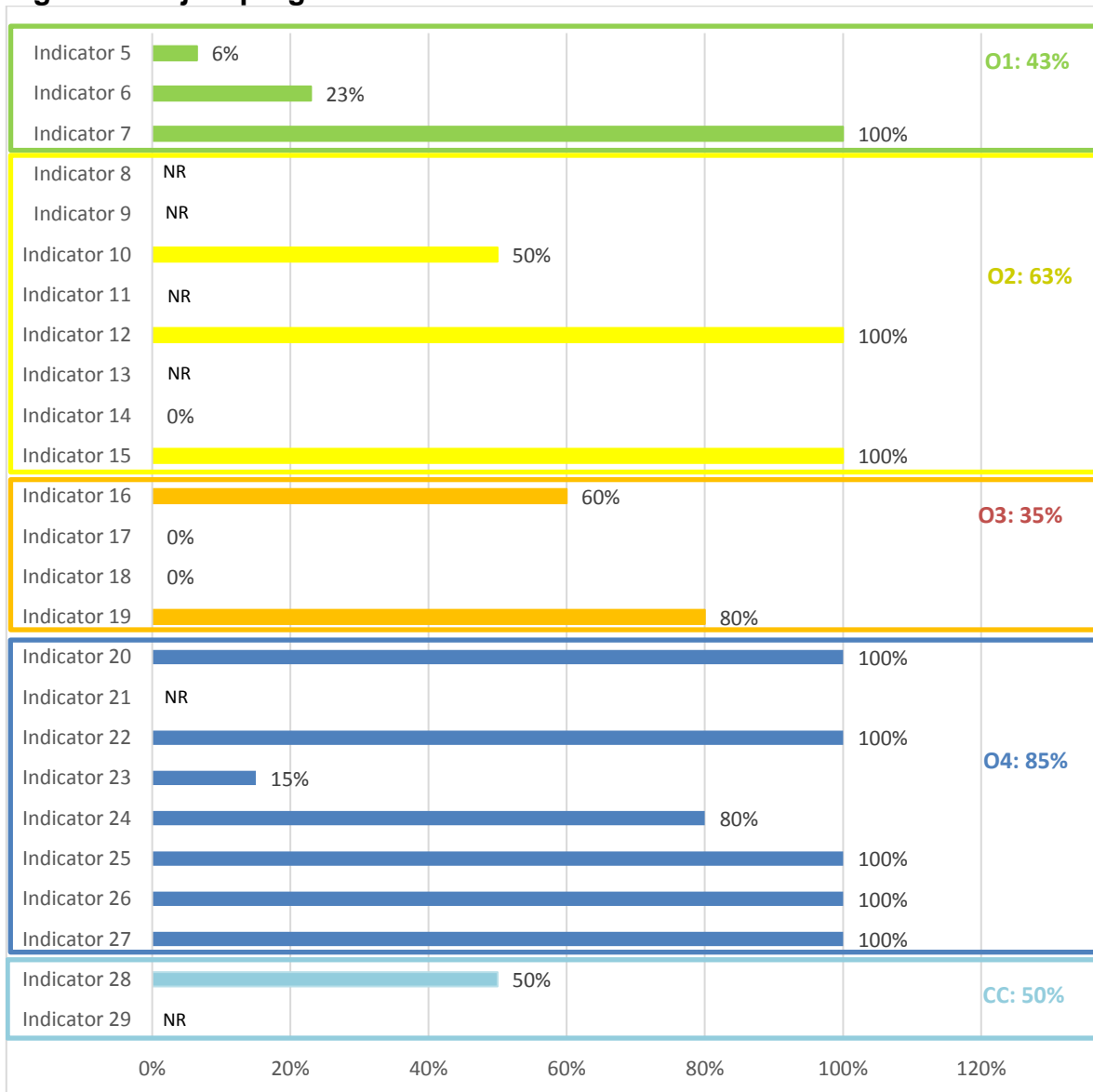
Source: PIR, 2024

53. In terms of progress by outcome, overall progress reported is 56.5%. Outcome 4 shows the highest compliance rate, reaching 85%. However, it is important to

note that this evaluation is influenced by the fact that 6 indicators within the 4 components and cross-cutting aspects were not measured, as they did not have mid-term targets (Table 5).

54. Of the 25 outcome indicators, 8 have reached their mid-term target targets, while 4 indicators show progress above 50%. Although they are behind schedule, they can be considered on track to meet the established targets. On the other hand, some indicators show progress equal to or less than 23%. Six indicators had no mid-term targets. However, it is of concern that one indicator of outcome 2 and two of outcome 3 report no progress (0%), which requires priority attention. These indicators present a significant risk of not meeting the established targets (Figure 4).

**Figure 4 Project progress based on its *outcome* indicators**



Source: PIR, 2024

NR: Not Reported; CC: Cross-Cutting

**Table 5 Progress on Objective Indicators**

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 1: Number of landscapes or jurisdictions with improved planning & management practices to foster sustainable food systems (FOLUR Component 1 Outcome Indicator 1)	0	0	0	1	0	
Indicator 2: Total area under improved management / Area of landscapes with clarified boundaries and allowable land uses in protected and production systems (FOLUR Component 3 Outcome Indicator 2 / GEF-7 Core Indicator 5)	0	0	0	3.19 million ha  New proposed target: 2.02 million ha	0 ha	
Indicator 3: # direct project beneficiaries: # private sector employees working in sustainably managed enterprises (gender disaggregated) # of public sector employees with improved capacity for integrated landscape management and sustainable agricultural production management (gender disaggregated) # of local resource users with improved sustainability of livelihoods (gender disaggregated) # of PA staff with enhanced individual capacity (gender disaggregated)  (GEF-7 Core Indicator 11)	0 beneficiaries	Total: 83: • Private sector employees: 20 (20 men), • Public sector employees –49 (21 women, 28 men) • Local resource users:14 (4 women, 14 men) • PA staff: 20 (8	Total: 1,000: Private sector employees: 100 employees in Northern Ukraine landscape Public sector employees: 10 public sector staff at landscape and national level (4 women, 6 men)	Total: 9,000: Private sector employees: 1,000 employees in Northern Ukraine landscape (300 women, 700 men) Public sector employees: 100 public sector staff at landscape and national level (40 women, 60 men) Local resource users: Total: 7,600 (3,600	Total: 676 (200 women, 476 men): • Private sector employees: 43 (5 women, 38 men). The midterm target will be reached by the end of the calendar year. • Public sector employees: 143 (62 women, 81 men). The	68%

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
		women, 12 men) • Inception Workshop: 66 (31 women, 35 men)	Local resource users: Total: 840 (400 men; 440 women) d) PA staff: >50 PA staff with enhanced capacity (10 women, 40 men)	men; 4,000 women) d) PA staff: >300 PA staff with enhanced capacity (60 women, 240 men)	midterm target has been reached. • Local resource users: 49 (18 women, 31 men). The midterm target will be reached by the end of the calendar year • PA staff: 441 (115 women, 326 men). The midterm target has been reached.	
Indicator 4: Species/ecosystem Indicators:  Peatlands and associated ecosystems, flora: - Stiff club moss ( <i>Lycopodium annotinum</i> ) - Hudson Bay sedge ( <i>Carex heleonastes</i> ) - Common butterwort ( <i>Pinguicula vulgaris</i> ) - Northern bog sedge ( <i>Carex dioica</i> ) - Northern fir moss ( <i>Huperzia selago</i> )  Peatlands and associated ecosystems, fauna: - Greater spotted eagle ( <i>Clanga clanga</i> )	Peatlands and associated ecosystems, flora: - Stiff club moss ( <i>Lycopodium annotinum</i> ) - Hudson Bay sedge ( <i>Carex heleonastes</i> ) - Common butterwort ( <i>Pinguicula vulgaris</i> )	No change	No change (project outcomes and impacts not achieved at this stage)	Flora: Non-deterioration of baseline status Fauna: Increase relative to baseline over a rolling 5 year period	No change (project outcomes and impacts not achieved at this stage)	

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
<ul style="list-style-type: none"> <li>- Corncrake (<i>Crex crex</i>)</li> <li>- Great snipe (<i>Gallinago media</i>)</li> <li>- Aquatic warbler (<i>Acrocephalus paludicola</i>)</li> <li>- Eurasian otter (<i>Lutra lutra</i>)</li> <li>- European pond turtle (<i>Emys orbicularis</i>)</li> </ul> <p>Steppe forest and associated ecosystems, flora:</p> <ul style="list-style-type: none"> <li>- Floating fern (<i>Salvinia natans</i>)</li> <li>- Rannoch rush (<i>Scheuchzeria palustris</i>)</li> <li>- Steppe forest tree cover</li> </ul> <p>Steppe forest and associated ecosystems, fauna:</p> <ul style="list-style-type: none"> <li>- Northern birch mouse (<i>Sicista betulina</i>)</li> <li>- European mink (<i>Mustela lutreola</i>)</li> <li>- European bison (<i>Bison bonasus</i>)</li> <li>- Common tortoise (<i>Testudo graeca</i>)</li> <li>- Giant noctule (<i>Nyctalus lasiopterus</i>)</li> </ul> <p style="color: red;">New proposed target: Exclude Common tortoise (<i>Testudo graeca</i>),</p>	<ul style="list-style-type: none"> <li>- Northern bog sedge (<i>Carex dioica</i>)</li> <li>- Northern fir moss (<i>Huperzia selago</i>)</li> </ul> <p>Peatlands and associated ecosystems, fauna:</p> <ul style="list-style-type: none"> <li>- Greater spotted eagle (<i>Clanga clanga</i>)</li> <li>- Corncrake (<i>Crex crex</i>)</li> <li>- Great snipe (<i>Gallinago media</i>)</li> <li>- Aquatic warbler (<i>Acrocephalus paludicola</i>)</li> <li>- Eurasian otter (<i>Lutra lutra</i>)</li> <li>- European pond turtle (<i>Emys orbicularis</i>)</li> </ul> <p>Steppe forest and associated ecosystems, flora:</p> <ul style="list-style-type: none"> <li>- Floating fern (<i>Salvinia natans</i>)</li> </ul>					

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
	<ul style="list-style-type: none"> <li>- Rannoch rush (Scheuchzeria palustris)</li> <li>- Steppe forest tree cover</li>   <li>Steppe forest and associated ecosystems, fauna:</li> <li>- Northern birch mouse (Sicista betulina)</li> <li>- European mink (Mustela lutreola)</li> <li>- European bison (Bison bonasus)</li> <li>- Common tortoise (Testudo graeca)</li> <li>- Giant noctule (Nyctalus lasiopterus)</li>   <li style="color: red;">New proposed target:</li> <li style="color: red;">Exclude Common tortoise (Testudo graeca),</li> </ul>					
Green = Achieved	Yellow: On track for achievement		Red= Risk of non-compliance at project closure			



***Outcome 1: Land use across the Northern Ukraine landscape is planned and managed in an integrated manner.***

55. Progress towards Outcome 1 is 43% (Table 6). Indicator 7 reports 100% progress, as the Michael Succow Foundation has developed a Paludiculture Compendium. This document defines the technical scope needed to strengthen the scientific, methodological and regulatory basis for sustainable paludiculture. The compendium, which focuses on the introduction of peatland management in seven selected provinces of Ukraine, will serve as a basis for future dissemination and communication of knowledge. Although this indicator has been reported as accomplished, it is worth noting that besides the actual Compendium, the expected impact is ensuring it increased understanding in land and regulatory frameworks, which clearly has not been achieved so far.
56. Delays were encountered with Indicator 5, mainly due to the fact that public access to the state land inventory has been limited in some regions due to the war. The level of information on land status and tenure in the Northern Ukrainian Landscape remains low. Progress has been made in terms of the cooperation with the State Land Cadastre. Data on cadastral parcels of pilot communities have been collected and organized in Geographic Information Systems (GIS). Preliminary maps of peatlands, Ramsar sites, Nature Reserve Fund and Emerald Network sites have been developed.
57. Regarding indicator 6, the ILUP integrated methodology has been developed, which uses GIS technology for landscape planning, with a focus on environmental protection, biodiversity and landscape conservation. Working groups have been formed in 7 oblasts, maintaining a gender balance, and the experts recruited will join the working groups according to their expertise.

**Table 6 Progress on Outcome 1 Indicators**

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
<p>Indicator 5: Level of information regarding land status and tenure in Northern Ukraine Landscape</p>	<p>Poor information in land cadaster relating to the actual situation on the ground in terms of land status and tenure</p>	<p>Cooperation with the State Geocadastre has been established. Data on cadastral plots for the pilot communities collected and organized in GIS. Developed data and mapping requirements.. Complete basic datasets on cadastral land plots (status of plots) for the pilot communities were obtained, on the basis of which an analysis of their status will be developed, which will form the basis of the methodology. Level of information regarding land status and tenure in Northern Ukraine Landscape remains at the initial level; 2%</p> <p>The actual situation of the land will be determined during the landscape analysis The analysis will start with the involvement of</p>	<p>Detailed methodology and approach for updating land status and tenure in cadaster defined</p>	<p>Comprehensive inventory and database of land in target landscape is completed, accessible to end-users, and a representative sub-set of potential end-users are trained on use of database</p>	<p>Cooperation with the State Geocadastre has been established. Data on cadastral plots for the pilot communities collected and organized in GIS. Developed data and mapping requirements.. Complete basic datasets on cadastral land plots (status of plots) for the pilot communities were obtained, on the basis of which an analysis of their status will be developed, which will form the basis of the methodology. Level of information regarding land status and tenure in Northern Ukraine Landscape remains at the initial level; <b>2%</b></p> <p>The actual situation of the land will be determined during the landscape analysis. The analysis will start with the involvement of experts on landscape components in</p>	<p><b>6%</b></p>

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
		experts on landscape components in cooperation with the established working groups the collection of the array of remote sensing data for the analysis of landscapes and the condition of the land was carried out. 2.25% (5) Started work on the analysis of remote sensing data of the earth. 1.24% (8) Collected and vectorized geodata for pilot communities. 1%			cooperation with the established working groups. The collection of the array of remote sensing data for the analysis of landscapes and the condition of the land was carried out. 2.25% (5) Started work on the analysis of remote sensing data of the earth. 1.24% (8) Collected and vectorized geodata for pilot communities. 1%	
Indicator 6: FOLUR Capacity / Training indicator: Status of integrated land use planning in Northern Ukraine (FOLUR global platform wording: "Inclusive, participatory Integrated Land Use Management (ILM) Plans	No integrated land use planning	The structure of the expert working groups has been developed, the ToRs for the relevant technical expertise for the development of ILUPs have been developed; the ToRs have been developed in line with the overall methodology, which will allow for the integration of results; A well-grounded personal list	ILUP cross-sectoral working group established; Criteria and methodologies defined for assessment of agricultural lands, ecosystem services, and degrees of degradation (0 plans	ILUPs completed and adopted for implementation in 100 Amalgamated Territorial Communities (ATCs) in Northern Ukraine Landscape  New proposed target: ILUPs completed,	The structure of the expert working groups has been developed, the ToRs for the relevant technical expertise for the development of ILUPs have been developed; the ToRs have been developed in line with the overall methodology, which will allow for the integration of results; A well-grounded personal list of experts to be involved in	<b>23%</b>

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
developed (number))		<p>of experts to be involved in the project was formed (gender balance was maintained, 2 women and 2 men) 5,1%</p> <p>A methodology for the development of ILUPs has been developed, based on national requirements and standards, in particular, taking into account the State Land Cadaster system. 12%</p> <p>The staff of the working groups in 7 oblasts has been formed (with gender balance), and the recruited experts will be involved in the expert groups in accordance with the ToR. Проводені засідання. Experts will be recruited to support the establishment of a cross-sectoral ILUP working group to develop criteria and</p>	completed at mid-term)	accepted by ATCs, and implementation started 83 ATCs in Northern Ukraine Landscape	<p>the project was formed (gender balance was maintained, 2 women and 2 men) 5,1%</p> <p>A methodology for the development of ILUPs has been developed, based on national requirements and standards, in particular, taking into account the State Land Cadastre system. 12%</p> <p>The staff of the working groups in 7 oblasts has been formed (with gender balance), and the recruited experts will be involved in the expert groups in accordance with the ToR. Проводені засідання. Experts will be recruited to support the establishment of a cross-sectoral ILUP working group to develop criteria and methodology for the valuation of agricultural land. 5%</p>	

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
		methodology for the valuation of agricultural land. 5% Consultations for communities were held at the stage of preparation of the ILUP. 0,65% Baseline geodata for the development of ILUPs in pilot communities collected and organized in GIS.			Consultations for communities were held at the stage of preparation of the ILUP. 0,65%. Baseline geodata for the development of ILUPs in pilot communities collected and organized in GIS.	
Indicator 7: Status of scientific, methodological, and regulatory basis for sustainable livestock management in wet peat soils (paludiculture)	Poor understanding of sustainable paludiculture by agriculture and regulatory sectors in Ukraine	Draft TOR for assessment of paludiculture perspectives in Ukraine and development of a Compendium prepared. was prepared.	Technical scope defined for improving scientific, methodological, and regulatory basis for sustainable paludiculture	Compendium produced documenting sustainable paludiculture good practices in Northern Ukraine context; Level of understanding of paludiculture increased in agriculture and regulatory sectors	The Paludiculture Compendium defines the technical scope to improve the scientific, methodological and regulatory basis for sustainable paludiculture	100%
Green = Achieved		Yellow: On track for achievement		Red= Risk of non-compliance at project closure		

***Outcome 2: Livestock and related agricultural production in peatlands is managed sustainably, and does not contribute to land degradation or biodiversity loss.***

58. Outcome 2 demonstrates a progress rate of 63% across its seven indicators, two of them (indicators 12 & 15) have exceeded their targets (Table 7). More than 20 communities have expressed their interest in participating in project activities through official letters. The project proposed changes to 2 national and 6 subnational policies, such as Strategy for the Formation and Implementation of State Policy in the Field of Climate Change until year 2035, Operational Plan of Actions for the Implementation of the Climate Change Policy Strategy for the years 2024-2026, among others.
59. Indicator 10 did not reach the planned midterm target level, but progress is evident (50,2%). This indicator has been affected by the difficult financial situation of the livestock sector and the country in general.
60. Indicator 14 does not report progress; however, preliminary negotiations have taken place with local communities and agricultural producers to explore the possibility of signing public-private partnerships with members of the FOLUR Community of Practice. In addition, a draft public-private partnership agreement has been developed.
61. Indicators 8, 9, 11 and 13 do not have mid-term targets. However, progress has been made towards meeting their targets by the end of the project. For example, indicator 8 reports that communications, workshops, surveys and consultations have been carried out with livestock producers in all project regions. Indicator 13 reports that existing platforms of agricultural producers in Ukraine have been studied. In addition, negotiations have been initiated with the Association of Advisory Services of Ukraine regarding a possible collaboration to develop a multi-stakeholder dialogue platform.

**Table 7 Progress on Outcome 2 Indicators**

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 8: Area on which producers apply improved agricultural practices as measured by SDG 2.4.1 (area under sustainable agriculture) (FOLUR Component 2 Outcome Indicator 2 / GEF-7 Core Indicator 4)	0	0 (Project implementation has not reached the stage where area-based results are achieved yet.)	0 (project not yet at stage where area-based results are achieved)	162,500 hectares (15,000 ha under Output 2.2; 50,000 ha under Output 2.3;40,000 ha under Output 2.4; 115,000 ha under Output 2.6, of which it is estimated ~50% will not otherwise be double-counted under Outputs 2.2-2.4 = approx. 57,500 ha)	0 (Project implementation has not reached the stage where area-based results are achieved yet.)	
Indicator 9: Market share of livestock and dairy market in Northern Ukraine ascribed to multi-stakeholder partnership platform for sustainable livestock	0	0	0 (multi-stakeholder partnership platform still in development)	Companies representing 10% (preliminary “critical mass” necessary for sustainability of platform) of the livestock market in Northern Ukraine, in either production volume or pasture area (10% of pasture area = 115,000 ha)	0 (multi-stakeholder partnership platform still in development)	
Indicator 10: Public and private investments leveraged in support of sustainable commodity value chains through PPP or adoption of sustainability standards and practices	\$0	\$0	\$5,000,000	\$48,000,000	\$2,513,640.90	50,2%
Indicator 11: Area of degraded land restored for production (FOLUR Component 2 Outcome Indicator 1 / GEF-7 Core Indicator 3)	0	0	0 (project activities not yet at stage where land is restored)	36,100 hectares of agricultural lands / peatlands / wetlands <b>New proposed target: 32,417 hectares of agricultural lands / peatlands / wetlands</b>	0 (project activities not yet at stage where land is restored)	
Indicator 12: Area or number of jurisdictions with improved and participatory approaches for restoration adopted (FOLUR Component 3 Outcome Indicator 1)	0	So far 11 amalgamated communities have expressed	2 amalgamated communities out of 2	100 amalgamated communities (out of 299 in landscape) within 50 raions (out of 149 in landscape) within 7 oblasts (out of 7 in landscape)	17 territorial communities	100%

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
		their interest in integrated land use planning and restoration activities of the project.	raions, out of 2 oblasts (activity just getting underway at mid-term)	<b>New proposed target: 83 amalgamated communities (1/3 of 249 in landscape that have or are adjacent to peatlands, KBA, and PA territories) (out of total of 433 ATCs in landscape) within 7 oblasts (out of 7 in landscape)</b>		
Indicator 13: Number of national multi-stakeholder dialogue mechanisms / platforms effectively operated for sustainable commodity supply chains and across commodities (FOLUR Component 2 Outcome Indicator 6)	N/A (no mechanisms / platforms yet established by project)	0	0	1 (Output 2.6; Cooperative platform with livestock holding companies, exporters, wholesale and retail companies focusing on procurement, marketing and sale of paludiculture products, including labels/brands/ arranged for key products from target sites)	0 (no mechanisms / platforms yet established)	
Indicator 14: New public-private partnerships developed with FOLUR Community of Practice members, coalition partners (number) (FOLUR Policies / Value Chains indicator)	0	0	1	2	0	<b>0%</b>
Indicator 15: Global, regional, national and sub-national FOLUR commodity (i.e. livestock) chain policies, standards, etc., influenced or informed by/using FOLUR products (number) (FOLUR Policies / Value Chains indicator)	0	<b>0</b>	1	5	8	100%
<b>Green = Achieved</b>	<b>Yellow: On track for achievement</b>			<b>Red= Risk of non-compliance at project closure</b>		



***Outcome 3: Critical habitats in the Northern Ukraine landscape are restored and conserved.***

62. Outcome 3 demonstrates a progress rate of 35% (Table 8). Indicator 16 reports 60% progress, with 176,005 hectares in five PA strengthened through investments aimed to improve the Management Effectiveness Tracking Tool (METT) scores, such as fire and emergency prevention equipment. A second batch of equipment is still pending, including information technology to improve monitoring and storage of environmental data. This target is proposed to increase to 334,729 hectares.
63. Indicator 19 is on track for compliance. METT sheets have been submitted. Investments have been made to improve the capacity of five protected areas and training programs for effective species monitoring have been established. These efforts are expected to increase METT scores. In addition, following consultations with key stakeholders, Drevliansky Nature Reserve was identified as an additional relevant protected area for the project, with an area of 30,872.84 hectares and a baseline METT score of 60.
64. Indicator 17 shows no measurable progress (0%). However, progress has been made in the preparatory work to meet the target by the end of the project. More than 17 pilot communities were identified as ready to implement ILUP and improve biodiversity management through buffer zones and corridors. The importance of conserving KBAs through improved land management was also discussed during 4 missions, 2 online meetings and the Inception Workshop with more than 80 stakeholders. The end-of-project target was reformulated to 43,938 hectares.
65. Indicator 18 reports no progress (0%) because project activities have not yet reached the land restoration phase. It has been decided to restore the water balance at three project sites in the Volyn region near the lakes. In addition, the project has strengthened the capacity of the Shatsk National Natural Park by providing weather stations and other equipment to monitor weather conditions and water levels in the lakes.

**Table 8 Progress on Outcome 3 Indicators**

Indicator	Baseline Level	Level in 1st PIR	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 16: Area of land where degradation is avoided in natural peatland and steppe forest habitats within PAs, through targeted strengthened capacities of PA authorities and staff (FOLUR Component 3 Outcome Indicator 3 / GEF-7 Core Indicator 1)	0	0 ha	293,679 hectares (area of all targeted PAs) (project should be supporting avoiding any degradation within PAs from the beginning of the project) <b>New proposed target: 334,729 hectares (area of all targeted PAs) (project should be supporting avoiding any degradation within PAs from the beginning of the project)</b>	293,679 hectares (area of all targeted PAs) <b>New proposed target: 334,729 hectares (area of all targeted PAs)</b>	176,005 hectares across five PAs where the project made investments	60%
Indicator 17: Landscape area with reduced conversion and degradation of forests & natural habitats: Area of HCV ecosystems (KBAs) outside PAs with improved management for biodiversity through the implementation of buffer zones and corridors (PA corridors and buffer zones identified in district integrated management plans and adopted)	0	0 ha	10,000 hectares	68,000 hectares <b>New proposed target: 389,871 hectares</b>	0 ha	0%
Indicator 18: Area of degraded land restored for conservation and environmental services (Area of critical ecosystems)	0	0 ha	0 (project activities not yet at stage where land is restored)	3,339 hectares (Lake Svityaz = 2,520 ha; Lake Luky = 673 ha;	0 ha	0%

Indicator	Baseline Level	Level in 1st PIR	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating	
restored) (FOLUR Component 3 Outcome Indicator 4)				Lake Peremut = 146 ha)			
Indicator 19: Northern Ukraine landscape PA management effectiveness	Nizhin Regional Landscape Park: 37 Mizhrichenskiy Regional Landscape Park: 41 Rivne Nature Reserve: 62 Pripjat-Stokhid National Nature Park: 64 Shatsk National Park: 78 Chernobyl Radiation and Ecological Biosphere Reserve: 70 Nobelskiy National Nature Park: 24 Polissya Nature Reserve: 57 Tsumanskaya Puscha: 42 Drevlianskiy Nature Reserve: 60 New proposed target: Drevlianskiy Nature Reserve: 60	0	Nizhin Regional Landscape Park: 40 Mizhrichenskiy Regional Landscape Park: 44 Rivne Nature Reserve: 65 Pripjat-Stokhid National Nature Park: 66 Shatsk National Park: 80 Chernobyl Radiation and Ecological Biosphere Reserve: 72 Nobelskiy National Nature Park: 27 Polissya Nature Reserve: 60 Tsumanskaya Puscha: 45 New proposed target: Include Drevlianskiy Nature Reserve: 63	Nizhin Regional Landscape Park: 51 Mizhrichenskiy Regional Landscape Park: 54 Rivne Nature Reserve: 73 Pripjat-Stokhid National Nature Park: 74 Shatsk National Park: 89 Chernobyl Radiation and Ecological Biosphere Reserve: 81 Nobelskiy National Nature Park: 38 Polissya Nature Reserve: 69 Tsumanskaya Puscha: 56 New proposed target: Include Drevlianskiy Nature Reserve: 72	Nizhin Regional Landscape Park: 42 Mizhrichenskiy Regional Landscape Park: 56 Rivne Nature Reserve: 64 Pripjat-Stokhid National Nature Park: 65 Shatsk National Park: 78 Chernobyl Radiation and Ecological Biosphere Reserve: 67 Nobelskiy National Nature Park: 49 Polissya Nature Reserve: 63 Tsumanskaya Puscha: 65 Drevlianskiy Nature Reserve: 60	80%	
Green = Achieved		Yellow: On track for achievement			Red= Risk of non-compliance at project closure		

***Outcome 4: Sustainable land use and restoration methods are documented and disseminated to catalyze additional positive changes.***

66. Outcome 4 reports the highest progress with an 85% compliance (Table 9). Indicator 20 has reached its target as the Michael Succow Foundation has drafted the Paludiculture Compendium. This analytical resource will serve, among other purposes, as a key tool for vocational training programs. Similarly, Indicator 27 has reached its target (100%).
67. Indicator 25 has successfully achieved both its mid-term and final targets, exceeding the intermediate target by 100%. An information brochure on FOLUR has been successfully developed, as well as a methodology for ILUP, adapted to Ukrainian regulations and legal requirements. Similarly, Indicator 26 exceeded its target by 50%.
68. Indicator 24 is on track (80%). Project team members participated in 4 face-to-face, hybrid and online conferences to share knowledge beyond the FOLUR countries: COP28, Global Landscape Forum Peatland Hybrid Conference, Wetlands in the Prism of European Integration, and Summer Wetland School.
69. The target for indicator 23 has not yet been met, as the Monitoring, Reporting and Verification (MRV) protocol for assessing greenhouse gas (GHG) fluxes in peatlands has not been designed. However, the project team has finalized the Terms of Reference (ToR) to procure the MRV protocol, which will contribute to national reporting to the United Nations Framework Convention on Climate Change (UNFCCC). The bidding process is currently underway.
70. Indicator 21 does not have a mid-term target; however, it reports significant progress towards achieving its final goal. Between 2022 and 2023, 6 people (67% women) from the project team and consultants participated in FOLUR training sessions. Meanwhile, between 2023 and 2024, 12 people (33% women) from the project team and consultants participated in the training sessions. This indicator is closely aligned with Indicator 22, which has exceeded its target by 260%.

**Table 9 Progress on Outcome 4 Indicators**

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 20: Existence of capacity development and knowledge management products on agricultural land restoration and paludiculture	Limited technical understanding and methodologies in Ukraine	Very limited technical understanding and lack of knowledge management products on agricultural land restoration and paludiculture.	Designed	Integrated in vocational training of agriculture specialists, hydrologists and farmers, with proper consideration of gender aspects in sustainable cattle management and food production at peatlands	Designed	100%
Indicator 21: Participants trained in FOLUR best practices or cross-cutting issues (total number; % female) (FOLUR Capacity / Training indicator)	0	6 people (4 women and 2 men)	0	50	18 people, (6 women and 12 men)	
Indicator 22: Members of FOLUR-supported Communities of Practice (total number of members; % female) (FOLUR Knowledge indicator)	0	6 people (4 women and 2 men)	5	10	18 people, (6 women and 12 men)	100%
Indicator 23: Status of monitoring, reporting and verification (MRV) protocol for assessment of GHG fluxes at peatlands	Limited technical understanding and methodologies in Ukraine	Draft TOR for basic assessment of GHG fluxes at peatlands developed and included in the RFP procurement documentation.	Designed	Validated and integrated in government UNFCCC reporting	TOR developed and cleared; the tender procedure was initiated.	15%

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 24: Number of events & documents disseminated to share knowledge beyond FOLUR countries through S-S exchanges, conferences, and global events, including Green Commodities Community of Practice (FOLUR Component 4 Outcome Indicator 4; FOLUR Capacity / Training indicator)	0	0	5	20	4	80%
Indicator 25: Diagnostic, analytical, synthesis, communication products and tools (from FOLUR) shared with country stakeholders (number) (FOLUR Knowledge indicator)	0	0	1	2	2	100%
Indicator 26: Government counterparts and country project team members participating in global, national and regional forums and workshops (e.g. GLF, CGIAR, Green Commodities Community, Good Growth Platform, multi-stakeholder dialogues, S-S exchanges, commodity value chain events, etc.) (total number of participants; % female) (FOLUR Capacity / Training indicator)	0	4, 75% female	6, 50% female	10, 50% female	9, 78% female	100%
Indicator 27: Private sector actors or coalitions, commodity value chain events, documents, press releases, etc. citing/using FOLUR products (number) (FOLUR Policies / Value Chains indicator)	0	0	1	2	1	100%
Green = Achieved	Yellow: On track for achievement			Red= Risk of non-compliance at project closure		

***Cross-cutting: Gender mainstreaming during implementation and contribution to climate change mitigation***

71. Regarding cross-cutting issues, particularly from a gender perspective, indicator 28 does not report specific progress. However, gender mainstreaming has begun to be implemented in the project. Several measures have been taken, such as: ensuring gender-balanced representation among participants, experts, speakers and facilitators at events; encouraging companies and entities to nominate gender-balanced teams for trainings; specifying in open invitations that women's participation is encouraged; and encouraging contractors to offer childcare options to facilitate women's participation in face-to-face events.
72. Indicator 29 has no medium-term target. It is reported that GHG avoidance/capture estimates will be available closer to the end of the project, once SLM and land, forest and peatland restoration practices under Outcomes 2 and 3 have been completed (Table 10).

**Table 10 Progress on Cross-cutting Indicators**

Indicator	Baseline Level	Level in 1st PIR (self-reported)	Midterm Targets	End- of- project Target	Midterm Level & Assessment	Achievement Rating
Indicator 28: Consistency of project gender mainstreaming approach with project plans	N/A – Project not under implementation; project design includes multiple elements designed to mainstream gender	Experienced gender expert hired to update the project’s gender action plan given the grave circumstances in the country, and to deliver the following results:	Gender mainstreaming action plan integrated in project workplan and under implementation	Gender mainstreaming carried out during project implementation, as indicated by: a. Project Board and local stakeholder working groups have gender balance and/or include a gender expert; b. Policies, laws, and regulations developed with project support include gender perspectives, as relevant c. Project events and activities (e.g. trainings) promote gender balance among invited participants, as feasible d. Project technical training activities proactively recruit participants to achieve gender balance e. Project education and awareness activities are developed and carried out incorporating gender perspectives, as relevant f. Gender disaggregated indicators are reported on annually	In line with the project annual workplan, gender mainstreaming is being actively implemented in project events, including through contractors’ TORs.	50%
Indicator 29: Tons of GHG avoided / sequestered (FOLUR Component 3 Outcome Indicator 5 / GEF-7 Core Indicator 6)	N/A (project activities not under implementation)	0 (project activities not yet at stage where GHGs avoided / sequestered	0 (project activities not yet at stage where GHGs avoided / sequestered <b>New proposed target: &gt;15,000,000 t CO2</b>	>10,000,000 t CO2	0 (project activities not yet at stage where GHGs avoided / sequestered	
Green = Achieved		Yellow: On track for achievement			Red= Risk of non-compliance at project closure	



#### 4.2.2 Remaining barriers to achieving the project objective.

73. The first barrier is clearly time, as the project has lost almost 18 months before it could operationalize a team and put the project on track as it is now. Most interviewees agree that the project would be able to deliver as expected if allowed to recover the time lost.
74. Unstable political and legal frameworks pose a constant challenge to project implementation. This includes rotation of key authorities at the Ministries of Environment and Agriculture, but also institutional reforms closely related to the project such as the transfer of water irrigation mandate from the State Agency of Water Resources (under the Ministry of Environmental Protection and Natural Resources) to the State Agency on Melioration and Fishery (under the Ministry of Agrarian Policy and Food).
75. The project faced important challenges to consolidate a functional PMU, key positions such as the project manager rotated three times. Only two people from the original team that was hired in the second half of 2022 still remain in place (Table 11).

**Table 11 Project management unit contracts**

Name	Title	Dates
TEVKUN, Tetiana	Project Manager/Specialist	04-12-23 - 03-12-24
Oleksandr Muliar	Project Manager	31-03-23 - 02-10-23
TARASOVA-KRASIIIEVA, Olena	Project Manager	24-05-22 – 18-02-23
FEDOROVA, Mariia	Procurement Associate	04-04-24 - 03-04-25
LISIUTINA, Hanna	Procurement Associate	19-12-22 – 19-11-23
LAZAREVSKA, Yana	Project Associate	03-10-23 - 13-09-24
<u>DUBOVYK, Oleksandra</u>	Project Associate	01-11-22 - 07-06-23
KUDRYNSKA, Kateryna	Project Associate	30-08-21 – 29-08-22
KOS, Rostyslav	Livestock and Value Chain Technical Analyst	22-07-24 - 21-07-25
HOCH, Inna	National Technical Analyst	15-07-22 - 14-07-25
VUICO, Anastasia	Outreach & Communications Associate	15-11-22 - 14-11-24
GUSAK, Oleksii	GIZ Analyst (Officer)	01-12-22 – 10-05-24

77. After the full-scale invasion, the projects faced severe barriers to access and implement outcomes in 3 out of 7 selected oblasts. While some territories are unfortunately occupied, others face risks related to its closeness to borders and the existence of personal mines.

78. Under the current national context, governmental expenditure and priorities have shifted. Project institutional partners and counterparts report a decline in their institutional budgets in real terms. The livestock value chain was also affected, and it is cautious about the perspectives of growth. In this context, there is a reasonable risk that the project will not leverage the expected co-finance, potentially impacting a few targets and the overall sustainability of project investments.
79. Closely related to the previous paragraph, institutional capacities at the national and local level were reduced, both in terms of human talent and operational resources needed to ensure appropriation and ownership.

### 4.3 Project implementation and adaptive management

Project Implementation & Adaptive Management	Moderately satisfactory (MS)
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80. The project demonstrated high adaptation capacity to drive through uncertainty and extreme conditions. The full-scale invasion took place just a few weeks after the first disbursement was received. The project implementation was prudently on hold until the conditions were in place to initiate operations.
81. A good practice found after the project was able to operate again, was to retake personal contact with stakeholders as a means to maintain engagement, update baselines, validate previous assumptions and manage existing expectations at the field level.
82. The project target regions Sumy, Chernigiv, Zhytomyr, and Kiev were heavily affected by the military actions and thus implementation has been limited in these areas. The inception workshop was postponed twice and was finally held on 27 June 2023, over fourteen months later than expected.
83. An ITA was hired to support this task and add value to the PMU; this practice proved appropriate and was key to keep the project’s memory within an unstable team as the person hired has been involved with the project since the Project Preparation Grant (PPG) phase.
84. The following milestones summarize key dates and changes faced by the project:
  - The project was designed (PPG process); 2019-2020
  - GEF CEO Endorsement; May 28, 2021
  - UNDP ProDoc signature; November 24, 2021
  - First disbursement; January 31, 2022
  - Full scale invasion; February 24, 2022
  - First Project Manager hired; May 24, 2022
  - Project activities halted until fall 2022

- Field missions to re-connect with stakeholders; October – December 2022
- Second Project Manager hired; March 31, 2023
- Inception workshop; June 27, 2023
- Third Project Manager hired; December 4, 2023
- First Project Board Meeting; March 24, 2024
- Mid Term Review; September 2024

#### **4.3.1 Management arrangements**

85. At the request of the government the UNDP CO provides specific execution support services (procurement of goods and services, recruitment of project personnel and consultants, financial services, logistics support), without charging Direct Project Costs against the GEF budget. This is intended to prevent that national capacity limitations and internal regulatory constraints put the project implementation at risk.
86. The Ministry of Environment Protection and Natural Resources of Ukraine retains the leadership over the project implementation and acts as the Implementing Partner (IP) for the project. Its role includes chairing the Project Steering Committee as well as coordination of participation of other ministries, state agencies, and other stakeholders in project implementation.
87. The IP has performed according to the expectations, even though it faced shortcomings in terms of rotation of new authorities and overall changing priorities since the war started. The Ministry of the Environmental Protection and Natural Resources provided institutional endorsement and facilitated coordination with other governmental agencies. The deputy minister chaired the first Project Board Meeting, reporting high level representation from governmental stakeholders involved in the project.
88. UNDP Ukraine is a well-positioned agency with a recognized reputation for the quality and impact of its portfolio, among the largest worldwide within UNDP country offices. Interviewees acknowledge that UNDP played a leading role as implementing agency, putting the project on track and allowing it to navigate through a turbulent context.
89. Project stakeholders recognize UNDP's integral approach which incorporates a wide range of development challenges, adding value in terms of institutional relationships, political dialogue and mainstreaming the human rights-based approach throughout the project cycle.
90. In general terms, testimonies consider UNDP provided quality support to the implementing partner and the PMU. UNDP's long standing experience implementing GEF projects in Ukraine, together with its project portfolio approach, provided an adequate framework and installed capacities for implementation.
91. A major concern shared by stakeholders was related to the lengthy administrative and financial procedures. Under current national circumstances, it has been very difficult for the project to undertake procurement. It has been

mentioned repeatedly that key resources and opportunities from stakeholders in different oblasts are ready to be mobilized, but they cannot proceed until the PMU clears its related administrative and procurement processes. Interviewees agree that administrative and procurement procedures should be more flexible and adaptive to avoid further unnecessary delays and deepen implementation gaps.

- 92. The PMU has left a positive impression across different stakeholders, even though its consistency was affected by continuous staff rotation. Interviewees recognize the team is approachable, with solid technical capacity, fluid coordination and communication. It has been acknowledged that the PMU added value to the intervention and allowed a flexible and creative response towards uncertainty and change.

#### 4.3.2 Work planning

- 93. There are significant delays in project implementation attributed to the beginning of the full-scale war in February 2022. Due to a high security situation in Ukraine, the project could not be implemented in line with the initial workplan.
- 94. After an initial period characterized by high rotation of the PMU, the team was consolidated during the first half of 2023. The gaps left by the high rotation of PMU resulted in a delayed launching of key procurement procedures. The inception workshop was postponed twice and eventually took place on June 27, 2023, more than 15 months later than planned.
- 95. Based on changes in the context and potential impact of war on project territories, it was necessary to review, revise, and update key elements of the project’s results framework. Consequently, nine targets were reviewed (Highlighted in red Tables 5, 7, 8; Annex 2).
- 96. An ITA was hired to review and adjust planned project activities, the project's results framework, Monitoring Plan, Multi-year Work Plan, updated risk assessments. Targets have been adjusted on nine indicators in the project results framework, these must be presented and approved in a Steering Committee meeting (Table 12).
- 97. The MTR considers that the proposed revisions are technically reasonable, clearly justified and were agreed with the relevant stakeholders. Considering the highly uncertain context, much of the project’s potential future results depends on the path, outcomes, and timeframe of the war. However, a more careful consideration is needed when approaching project’s assumptions and risks. National capacities to ensure appropriation and ownership of project outcomes may not be available as needed; and especially governmental related co-financing commitments are not likely to be met.

**Table 12. Changes to the results framework indicators**

Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
2. Total area under improved management / Area of	0	3.19 million ha	0	2.36 million ha	This reduction is based on two factors: 1.) A change in the administration structure of governance of Ukraine that

Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
landscapes with clarified boundaries and allowable land uses in protected and production systems (FOLUR Component 3 Outcome Indicator 2 / GEF-7 Core Indicator 5)					occurred between project development and project approval. This means that even though the project's efforts related to Integrated Land Use Planning remain consistent with the original design, the project's efforts will not cover an area of administrative jurisdictions as large as was originally foreseen. 2.) At this stage of results framework revision, the scope of project intervention has been more strategically targeted to focus on ATCs that have direct relevance to the ecosystems targeted by the project, i.e., ATCs that have significant peatland territory in their boundaries, or which have KBA areas within their boundaries.
4.Species/ecosystem Indicators: Peatlands and associated ecosystems, flora: - Stiff club moss (Lycopodium annotinum) - Hudson Bay sedge (Carex heleonastes) - Common butterwort (Pinguicula vulgaris) - Northern bog sedge (Carex dioica) - Northern fir moss (Huperzia selago) Peatlands and associated ecosystems, fauna: - Greater spotted eagle (Clanga clanga) - Corncrake (Crex crex) - Great snipe (Gallinago media)	No change (project outcomes and impacts not achieved at this stage)	Flora: Non-deterioration of baseline status Fauna: Increase relative to baseline over a rolling 5 year period	No change (project outcomes and impacts not achieved at this stage)	Flora: Non-deterioration of baseline status Fauna: Increase relative to baseline over a rolling 5 year period	Consultations with stakeholders indicated that the "common tortoise (Testudo graeca)" was not a relevant indicator species in the project area due to it being a non-native species, so it was excluded and the list of species included in this indicator was re-evaluated.

Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
<ul style="list-style-type: none"> <li>- Aquatic warbler (Acrocephalus paludicola)</li> <li>- Eurasian otter (Lutra lutra)</li> <li>- European pond turtle (Emys orbicularis)</li> <li>Steppe forest and associated ecosystems, flora:               <ul style="list-style-type: none"> <li>- Floating fern (Salvinia natans)</li> <li>- Rannoch rush (Scheuchzeria palustris)</li> <li>- Steppe forest tree cover</li> </ul> </li> <li>Steppe forest and associated ecosystems, fauna:               <ul style="list-style-type: none"> <li>- Northern birch mouse (Sicista betulina)</li> <li>- European mink (Mustela lutreola)</li> <li>- European bison (Bison bonasus)</li> <li>c- Giant noctule (Nyctalus lasiopterus)</li> </ul> </li> </ul>					
<p>6. FOLUR Capacity / Training indicator: Status of integrated land use planning in Northern Ukraine (FOLUR global platform wording: "Inclusive, participatory Integrated Land Use Management (ILM) Plans developed (number))</p>	<p>ILUP cross-sectoral working group established; Criteria and methodologies defined for assessment of agricultural lands, ecosystem services, and degrees</p>	<p>ILUPs completed and adopted for implementation in 100 ATCs in Northern Ukraine Landscape</p>	<p>ILUP cross-sectoral working group established; Criteria and methodologies defined for assessment of agricultural lands, ecosystem services, and degrees of degradation (0 plans completed</p>	<p>ILUPs completed, accepted by ATCs, and implementation started 83 ATCs in Northern Ukraine Landscape</p>	<p>The target has been improved by not referring to the general number of ATCs in the entire project landscape, but improving the strategic focus by targeting the number of ATCs with peatlands and those which are a part of KBAs. There are 199 ATCs with peatlands, and 50 ATCs are included in KBAs, so altogether 249 ATCs. This was analyzed and calculated by the project GIS specialist Aleksey Gusak after the project inception. Using the initial target logic, the final target for developed ILUPs could be 1/3 of the total quantity: which would be 83 ILUPs, instead of 100 as an actual target.</p>

Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
	of degradation (0 plans completed at mid-term)		at mid-term)		
11. Area of degraded land restored for production (FOLUR Component 2 Outcome Indicator 1 / GEF-7 Core Indicator 3)	0 (project activities not yet at stage where land is restored)	36,100 hectares of agricultural lands / peatlands / wetlands	0 (project activities not yet at stage where land is restored)	32,417 hectares of agricultural lands / peatlands / wetlands	During the inception phase reassessment process it was determined that while all the restoration sites were validated as still relevant and technically feasible, there are security and hazardous conditions related to the war in three of the sites, which are particularly close to the Belarussian and Russian borders. Therefore, the project will not address three sites, and will only work on restoration of 7 sites. These sites encompass a total of 32,417 hectares.
12. Area or number of jurisdictions with improved and participatory approaches for restoration adopted (FOLUR Component 3 Outcome Indicator 1)	2 amalgamated communities out of 2 raions, out of 2 oblasts (activity just getting underway at mid-term)	100 amalgamated communities (out of 299 in landscape) within 50 raions (out of 149 in landscape) within 7 oblasts (out of 7 in landscape)	2 amalgamated communities engaged out of 2 raions, out of 2 oblasts (activity just getting underway at mid-term)	83 amalgamated communities (1/3 of 249 in landscape that have or are adjacent to peatlands, KBA, and PA territories) (out of total of 433 ATCs in landscape) within 7 oblasts (out of 7 in landscape)	Through the integrated land use planning activities the project aims to reach 83 amalgamated communities, which is approximately 1/3rd of the total ATCs (249 total) that have peatlands, KBAs, and/or in their territories or adjacent to their territories, in all of the oblasts where the project is working.
16. Area of land where degradation is avoided in natural peatland and steppe forest habitats within PAs, through targeted strengthened capacities of PA authorities and staff (FOLUR	293,679 hectares (area of all targeted PAs) (project should be supporting avoiding any degradation within	293,679 hectares (area of all targeted PAs)	334,729 hectares (area of all targeted PAs) (project should be supporting avoiding any degradation within PAs from the	334,729 hectares (area of all targeted PAs)	The project will work with 9 protected areas, which cover a total of 334,729 hectares (per the METTs).

Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
Component 3 Outcome Indicator 3 / GEF-7 Core Indicator 1)	PAs from the beginning of the project)		beginning of the project)		
17. Landscape area with reduced conversion and degradation of forests & natural habitats: Area of HCV ecosystems (KBAs) outside PAs with improved management for biodiversity through the implementation of buffer zones and corridors (PA corridors and buffer zones identified in district integrated management plans and adopted)	10,000 hectares	68,000 hectares	0 hectares (no ILUPs yet under implementation at this stage of the project)	389,871 hectares	During the revision process the project team conducted a detailed GIS-based analysis of the actual coverage of the KBAs that are not covered by PAs. During this process, it was recognized that at the project design phase the area of the Polissya KBA had been mistakenly estimated as 20,104 ha, which is the size of the corresponding Polissya Nature Reserve. However, the actual area of the KBA is 371,251 ha, of which 340,933 ha are uncovered by the PA. Therefore, based on the revised detailed analysis of area covered, and the addition of the corrected size of the Polissya KBA, the target has been revised from 68,000 ha to 389,871 ha.
19. Northern Ukraine landscape PA management effectiveness	Nizhin Regional Landscape Park: 40 Mizhrichenskiy Regional Landscape Park: 44 Rivne Nature Reserve: 65 Pripyat-Stokhid National Nature Park: 66 Shatsk National Park: 80 Chornobyl Radiation and	Nizhin Regional Landscape Park: 51 Mizhrichenskiy Regional Landscape Park: 54 Rivne Nature Reserve: 73 Pripyat-Stokhid National Nature Park: 74 Shatsk National Park: 89 Chornobyl Radiation and	Nizhin Regional Landscape Park: 40 Mizhrichenskiy Regional Landscape Park: 44 Rivne Nature Reserve: 65 Pripyat-Stokhid National Nature Park: 66 Shatsk National Park: 80 Chornobyl Radiation and	Nizhin Regional Landscape Park: 51 Mizhrichenskiy Regional Landscape Park: 54 Rivne Nature Reserve: 73 Pripyat-Stokhid National Nature Park: 74 Shatsk National Park: 89 Chornobyl Radiation and Ecological Biosphere Reserve: 81	Consultations conducted by the project team with key stakeholders identified one additional PA relevant to the project scope : Drevliansky Nature Reserve (IUCN category Ia), covering 30,872.84 hectares. A METT scorecard was completed for this PA, with a baseline METT score of 60. Based on the completed questionnaire, the project team gained a better understanding of the weakest points in the management of Drevliansky Nature Reserve, identifying areas for investment, tracking progress, and expecting improvements in the management level. The target values have been projected based on the weaknesses in the METT scores for each PA, based on an



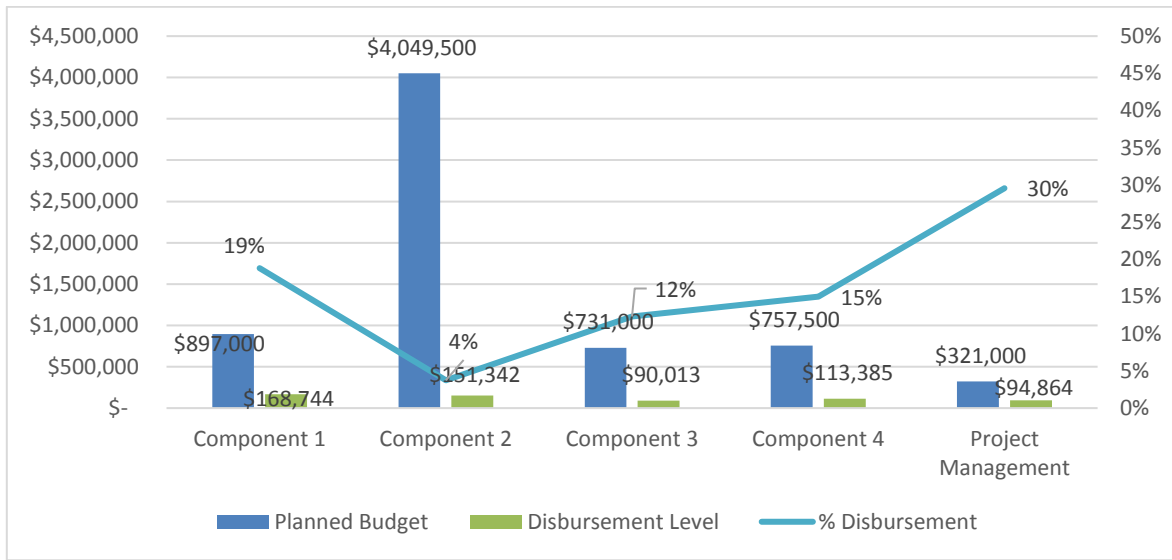
Indicator	Original target		New target		Justification
	Mid term	End of project	Mid term	End of project	
	Ecological Biosphere Reserve: 72 Nobelskiy National Nature Park: 27 Polissya Nature Reserve: 60 Tsumanskaya Puscha: 45	Ecological Biosphere Reserve: 81 Nobelskiy National Nature Park: 38 Polissya Nature Reserve: 69 Tsumanskaya Puscha: 56	Ecological Biosphere Reserve: 72 Nobelskiy National Nature Park: 27 Polissya Nature Reserve: 60 Tsumanskaya Puscha: 45 Drevlianskiy Nature Reserve: 63	Nobelskiy National Nature Park: 38 Polissya Nature Reserve: 69 Tsumanskaya Puscha: 56 Drevlianskiy Nature Reserve: 72	analysis of the individual METT score questions for each PA. There are some areas of weakness that the project will have little or no influence on, while there are other areas where the project should reasonably improve the METT scores of the involved PAs.
29. Tons of GHG avoided / sequestered (FOLUR Component 3 Outcome Indicator 5 / GEF-7 Core Indicator 6)	0 (project activities not yet at stage where GHGs avoided / sequestered)	0 (project activities not yet at stage where GHGs avoided / sequestered)	0 (project activities not yet at stage where GHGs avoided / sequestered)	>15,000,000 t CO2	The various changes to the area-related targets based on the assessment reports resulted in a significant increase in the estimated GHG reduction impact from the project. This was primarily due to the correction of the area of the Polissya KBA, but was affected by other changes as well. Based on calculations from the EX-ACT tool. The total baseline estimate GHG mitigation is estimated at 15,113,794 (mt CO2e). Therefore the project target is conservatively based on the project achieving a minimum of 15,000,000 mt CO2e.

Source: PIR 2024, Revised Results Framework May 8, 2024

### 4.3.3 Finance and co-finance

98. The original project budget equals USD 6.756 million from the GEF for the implementation period. By August 26, 2024, the project disbursed USD 618,358 which is 9.15% of the total available budget (Figure 5). Concern is raised as the project has not yet reached the necessary expenditure rhythm.
99. Project management costs report 30% execution of the planned budget. In terms of expenditure at the component level, most components are delayed but on track. However, component 2 executed only 4% of the budget which is worried because this component accounts for 60% of the total project budget.

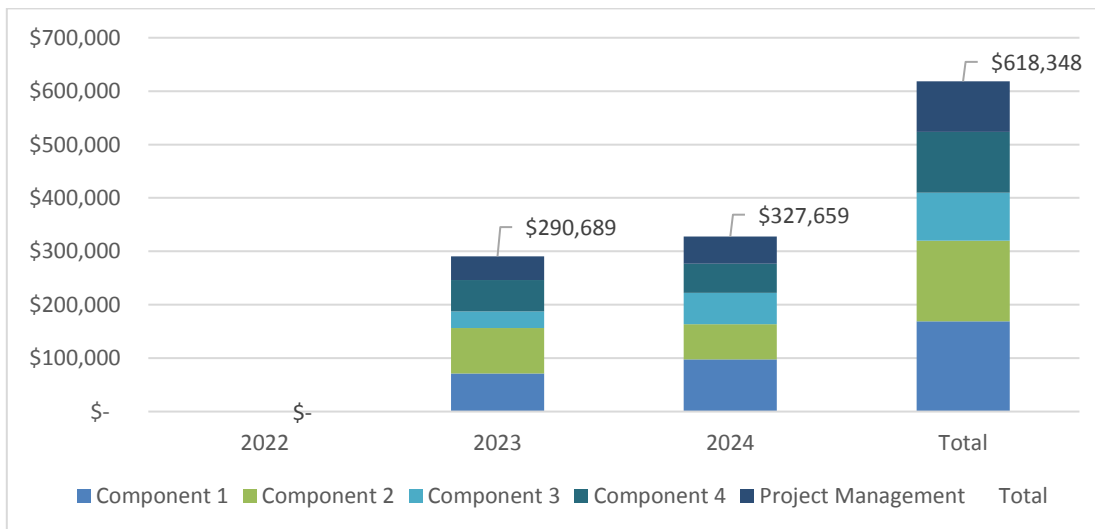
**Figure 5 Outcome Budget vs Disbursement**



Source: Budget revision table, 2024

- 100. Affected by the full-scale invasion, no financial execution was reported in the year 2022. Execution slowly started in 2023, consistent with the start-up process. During 2024 execution is expected to increase, however not at the level needed to account for the overall delay (Figure 6).
- 101. In terms of financial control, the project prepared progress reports, which included the planned budget and disbursement level for each component. The PIRs present the implementation progress report with information about cumulative progress and the general ledger expenditure.
- 102. The above-mentioned tools, due to the quality and frequency of information, allowed the coordination of the project to be kept constantly informed of progress.
- 103. No external financial audits were reported during this period.

**Figure 6 Component wise Expenditure by Year**



Source: Budget revision table, 2024

104. In terms of co-financing, formal letters have been the means of reporting on the co-financing achieved by the project. The original co-financing committed equals USD 67,085,366 million from different stakeholders. According to information reported by the project, to date USD 3,01 million have been mobilized, representing 4.4% of the original ambition (Table 12). While most governmental sources failed to meet their commitments, the private sector surpassed expectations, including new partners such as the FrenDt LLC.
105. Due to the full-scale invasion project beneficiaries and stakeholders had to shift their priorities focusing on emergency response. Investments in sustainable natural resource management were constrained. The MTR considers there is a reasonable risk that the project would not be able to mobilize the expected co-financing commitments.

**Table 12 Cofinancing table**

<b>Cofinancing Source</b>	<b>Name of co-financing institution</b>	<b>Type Cofinancing</b>	<b>Amount of Co-Financing Confirmed at CEO Endorsement (USD)</b>	<b>Amount of actual Cofinancing contributed at the time of the MTR (USD)</b>	<b>% of total expected amount of Cofinancing</b>
Recipient Country Government	Ministry for Development of Economy, Trade, and Agriculture of Ukraine	Grant	52,914,980		
Recipient Country Government	Ministry Environmental Protection and Natural Resources	Grant	1,820,000		
Recipient Country Government	Rivne Oblast State Administration	Grant	594,000		
Recipient Country Government	Association of Rivne Amalgamated Territories	In-kind	21,386		
Recipient Country Government	Association of Volyn Amalgamated Territories	In-kind	10,000		
Recipient Country Government	Zabrody Village Council	Grant/In -kind	20,000		
Private Sector	Ratnivsky LLC	Grant/In -kind	2,000,000		
Private Sector	Frendt LLC	Grant/In -kind	616,000	496,780	81%
Private Sector	UkrMilkInvest	Grant/In -kind	3,000,000	15,707	0.5%
Private Sector	Deddens Agro Company	Grant/In -kind	1,000,000	1.800,045	180%
Private Sector	Private Agrarian Company Ukraina	Grant/In -kind	1,000,000	465,097	47%
Private Sector	Ukrainian Cooperative Federation	Grant/In -kind	1,000,000	8,731	0.9%
Private Sector	Ukrainian Genetic Company	Grant/In -kind	150,000	224,060	149%
Recipient Country Government	Institute of Water Problems and Land Reclamation of Ukraine	Grant/In -kind	2,300,000		
Recipient Country Government	Institute of Space Research of Ukraine	Grant/In -kind	1,255,000		
<b>Total</b>			<b>67,701,366</b>	<b>3,010,420</b>	<b>4.4%</b>

#### **4.3.4 Project-Level Monitoring and Evaluation Systems**

106. The ProDoc presents a detailed monitoring and evaluation plan, which includes the main milestones and procedures established for GEF-UNDP projects. The M&E complies with the provisions of the UNDP POPP (Programme and Operations Policies and Procedures) and the GEF M&E policy. The ProDoc presents a specific budget for its implementation, which is modest considering the number and complexity associated with the project indicators.
107. The main milestones for M&E have been met, including a delayed Inception Workshop, two PIR (2023, 2024), mission reports and the Mid-Term Review. Both the quality and frequency of M&E tools allowed to keep track of progress and maintain the PMU constantly informed of implementation. However, there is no person in the team exclusively in charge of M&E, and evidence was not provided of an M&E system in place operating to keep track of the progress.
108. The project team initiated multi-assessments to update the baseline data and review targets given the impact of the war on the livestock production sector, PAs, ecosystems, and biodiversity. This assessment was essential to identify areas for improvement and guiding strategic adjustments to enhance the project's impact. Likewise, the project has completed the GEF monitoring tools such as the Management Effectiveness Tracking Tool.

#### **4.3.5 Stakeholder Engagement**

109. During the implementation period, the project reports solid engagement and cooperation with the Ministry of Environmental Protection and Natural Resources, the Ministry of Agrarian Policy and Food of Ukraine, State Service of Ukraine for Geodesy, Cartography and Cadaster, State Agency of Ukraine for the Development of Land Reclamation, Fisheries and Food Programs, and Protected Areas in Polissya region.
110. The project team has been active in engaging stakeholders and providing them with effective mechanisms to voice concerns and feedback. Stakeholders have multiple channels to access the grievance mechanism. The team has also implemented strategies to manage and mitigate risks throughout the project.
111. Stakeholders are informed about planned restoration activities; this process will continue during the Environmental Impact Assessment (EIA) process. The first Project Board meeting was organized in March 2024, with the expected high-level participation from governmental stakeholders.
112. As an integral component of the project, a Gender Analysis and Action Plan was formulated. This comprehensive plan delineated during the PPG phase is being updated to account for changes related to the war. It is pertinent to highlight that certain indicators outlined in the Gender Action Plan have been integrated into the project's monitoring and evaluation framework.
113. The Social and Environmental Screening Procedure was updated in October 2022. The overall risk categorization is high risk, based on increasing difficulties to access selected project areas due to insecure environment caused by war in Ukraine, the presence of illegal armed groups, violent crime and illegal activities that threaten the local population and the project team. While some potential

stakeholders are interested in greater financial support, another challenge is the uncertainty of stakeholders about their future, making it difficult to plan their activities over a long period.

**4.3.6 Reporting**

- 114. The project presents four Quarterly Reports, starting with the third quarter year 2023; the reports are detailed and combine narrative with quantitative information. Two Project Implementation Reports (2023 and 2024) assess project progress in detail. The first Project Board meeting took place in March 2024 reporting adequate stakeholder participation.

**4.3.7 Communication**

- 115. The project benefited from a dedicated and stable Outreach & Communications Associate, which is part of the PMU since November 2022. This facilitated fluid communication with stakeholders, and proved to be instrumental to maintain institutional processes and reduce memory loss due to the continuous rotation of PMU staff.
- 116. Internal communication is considered adequate, the PMU benefits from sharing the same working space as well as maintaining weekly PMU meetings. However, institutional memory loss is inevitable every time a PMU member resigns and a new staff member joins in.
- 117. Communication with project beneficiaries at the oblast level is maintained mostly through the regional coordinators, using basic tools such as telephone, email, whatsapp and/or telegram. Face to face meetings with all communities and stakeholders involved was reported two times during the evaluation period. Large workshops dedicated to specific aspects of the project such as the ILUP were also organized during this period, exceeding the expected number of participants.
- 118. The MTR considers the project is limited by UNDP corporate communication policies and tools. Information available through the UNDP website, for example, is basic and does not provide alternatives to participate or engage in the project. The project needs more appropriate tools to promote communities of practice and easier ways to share knowledge, such as web-based learning platforms, a project web page and dedicated social media tools.
- 119. Communication related outcomes within the project’s results framework is allocated under Outcome 4: Sustainable land use and restoration methods are documented and disseminated to catalyze additional positive changes. Outcome 4 reports a considerable progress (85%), it is by far the most advanced project component, on track to achieve the expected results.

**4.4 Long-term sustainability**

**4.4.1 Financial risks to sustainability**

Financial risks	Moderately Unlikely (MU)
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- 120. Under current economic circumstances, budgetary priorities at the state and private levels have shifted. The MTR considers that there is a reasonable risk

that the project would not mobilize the expected co-finance during the lifespan of the project. Although the private co-financing leveraged by the private sector is promising, it would not necessarily fill the existing gap in terms of the expected co-financing from governmental resources.

- 121. Moreover, considering the uncertainty related to the war and post war recovery, perspectives about financial and economic sustainability of project investments should be conservative. As a consequence, particular attention should be placed on indicators 8, 9, 10, 11, as these are more sensitive to the economic health of the country.

**4.4.2 Socio-economic risks to sustainability**

Socio-economic	Moderately Likely (ML)
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- 122. As a result of the war concern has been raised regarding the contraction of livestock farming for small scale producers, as it was confirmed by different experts interviewed. These households are perhaps looking for other economic activities suitable for the current context, rather than implementing new practices to improve an activity that has declined over the past years.
- 123. Due to the war, several sites where the project operates report that agricultural activities, including livestock farming, has been severely affected due to the absence of men. After two years of war, the situation of women in the field is critical, placing additional pressure to project implementation, particularly in terms of managing expectations to attend to multiple demands and needs.

**4.4.3 Institutional framework and governance risks to sustainability**

Institutional and governance	Moderately Likely (ML)
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- 124. Current implementation modality poses risks in terms of country ownership and appropriation of project outcomes. Greater engagement from national counterpart is needed, besides its current role chairing the PSC and engaging other institutional stakeholders. After the end of the project the PMU will not be available anymore and processes initiated by the project would need to be further institutionalized in order to strengthen their perspectives of sustainability.
- 125. Before the war, the major issues addressed by the projects were not top priorities for the Ministries involved. After the war priorities shifted and the project must now compete for attention and institutional endorsement against other more pressuring priorities such as the war related ecocide.
- 126. Ukraine’s updated National Biodiversity Strategy is an opportunity to elevate the profile and mainstream peatland and wetland conservation in this pioneering policy tool.

**4.4.4 Environmental risks to sustainability**

Environmental	Moderately Likely (ML)
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- 127. Some key project interventions such as peatland restoration and restoration require Environmental Impact Assessments before they can be implemented in the field.

128. The impact of war in terms of ecosystem destruction, forest fires and overall pollution raises great concern across the country and may affect some of the intervention sites that are closer to the borders with Russia and Belorussia.

## **5 CONCLUSIONS AND RECOMMENDATIONS**

129. After a difficult start up process, the project is now on track and operational. The time lost during the first years of project implementation are attributed to the full-scale invasion. Both the IP and UNDP did what was reasonable to keep the project on track considering the force majeure event. The stakeholders acknowledge that the project reacted in an adequate and positive manner, demonstrating prudence, commitment and capacity to implement the project.
130. However, the time lost would not allow the project to achieve all the expected outcomes and impact if the original time schedule is maintained. The project acquired implementation rhythm and shows the drive needed to deliver as expected if it was allowed to recover the time lost.
131. Project design is comprehensive and detailed, it benefited from an extensive consultation process. The project holds special relevance for Ukraine, because it is widely recognized as a pioneering initiative, as well as an opportunity to meet climate targets with the aim to become a European Union member.
132. The project design was highly ambitious and complex even before the war started. The results framework has been adjusted providing a reasonable estimate of what can be achieved considering the current national context. However, project assumptions seem too optimistic and should be carefully revised.
133. In terms of progress, the core indicators currently report 68% compliance, mainly due to indicator 3, since mid-term targets were not established for indicators 1, 2, and 4. In terms of progress by outcome, overall progress reported is 56.5%, eight indicators have reached their mid-term target. Outcome 4 shows the highest compliance rate, reaching 85%.
134. The original project budget equals USD 6.756 million from the GEF. By September 2024, the project has executed only USD 618,358 which is 9.15% of the total available budget. The MTR considers there is a reasonable risk that the project would not be able to mobilize the expected co-financing commitments, considering to date only 4.4% of the original ambition has been realized.
135. The first remaining barrier to achieving the project objective is clearly time, as the project has lost almost 18 months before it could operationalize a team and put the project on track as it is now. Unstable political and legal frameworks pose a constant challenge to implementation, however, continuity of the PMU proved to be the most relevant barrier and a critical success factor for the project.
136. Other relevant barriers related to the war include access to project sites, unlikely mobilization of expected co-finance commitments and reduced capacities in national and regional stakeholders involved in the project.
137. The project demonstrated high adaptation capacity to drive through uncertainty and extreme conditions. The project implementation was prudently on hold until



the conditions were in place to retake operations. An ITA which has been involved with the project since the PPG phase, was hired to support the PMU in adjusting the results framework and overall planning.

## Recommendations

#	Recommendation	Timeframe	Responsible Entity
1	The project was severely affected by a force majeure event. The government and UNDP acted in a reasonable manner, performed at its best capacity to put the project on track and ready to deliver the same ambition if allowed to recover the time lost. This MTR recommends to consider a 18 months extension.	4 months	UNDP
2	A revised results framework has been drafted, adequately revising some targets based on updated baselines and the current implementation context. This MTR recommends a careful review of the assumptions and risks, which should be more conservative considering the current national context and the uncertainty about the future.	3 months	PMU
3	The MTR stresses the importance of ensuring that this revised results framework is formally presented and approved by the Project Board as soon as possible, to reduce uncertainty and concentrate on communicating and achieving the new targets.	6 months	PMU
4	The PMU faced high turnover adding uncertainty to a very complex project. On the other hand, procurement of human resources proved to be difficult both in Ukraine and abroad. The MTR recommends to strengthen the PMU capacity to ensure stability of its core staff and additional support to attract, recruit and retain talent. The project must have a plan and concrete measures in place to reduce the risk of PMU's rotation. Specialized human resources and procurement support from UNDP CO is needed to further assess and mitigate this risk.	Continuous until the end of the project	UNDP
5	Communication has been effective to regain contact with stakeholders; however, most interviewees are still informed and engaged in specific siloed aspects or outcomes of the project. The MTR recommends strengthening the integrated narrative of the project, stressing the linkages and aggregated expected impact of the different interventions prioritized by the project. This may be achieved through a stakeholder outreach and communications plan that focuses on key messages of the integrated approach.	6 months	PMU

6	The project expects to achieve a transformational impact in terms of the adoption of new sustainable practices. Considering the number of communities involved, the project needs specific communication channels to speed up technology transfer, share knowledge and inspire replication. UNDP’s website and social media platforms are suitable for corporate purposes, but are not designed to keep participating communities informed, involved and engaged. The MTR recommends to engage an experienced partner with the means and capacities to manage strategic communication and learning channels.	6 months	PMU UNDP
7	The project could greatly benefit from a detailed multiyear process-oriented implementation plan, specifying each step needed to achieve all project outcomes.	3 months	UNDP
8	Interviewees agree that administrative and procurement procedures should be more flexible and adaptive to avoid further unnecessary delays which may deepen implementation gaps.	9 months	UNDP
9	The MTR considers there is a risk that the project would not be able to achieve the expected co-financing commitments. Co-financing is critical for achieving some targets and ensuring uptake and sustainability. The MTR recommends a comprehensive update of these co-financing commitments as a means to further position and engage current and potential sources.	6 months	PMU UNDP
10	Considering the impact of war on woman, this MTR recommends increasing the focus on support for sustainable practices by women-headed farms.	Continuous until the end of the project	PMU

## 6 ANNEX

### 6.1 Annex 1: Terms of Reference

# Midterm Review Terms of Reference

## BASIC CONTRACT INFORMATION

<b>Project name:</b>	Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine (Livestock project)
<b>Post title:</b>	International Consultant for the Midterm review (MTR) of Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine
<b>Type of contract:</b>	Individual Contract (IC)
<b>Assignment type:</b>	International Consultant
<b>Country / Duty Station:</b>	Home Based with one mission of estimated 5 working days in Ukraine.
<b>Expected places of travel (if applicable):</b>	Kyiv, Ukraine. Other Ukrainian cities to defined during the mission preparation.
<b>Languages required:</b>	English, knowledge of Ukrainian (or Russian) is an asset
<b>Starting date of assignment:</b>	15 July 2024
<b>Duration of Contract:</b>	two months
<b>Duration of Assignment:</b>	25 working days spread over two months period
<b>Evaluation Manager:</b>	Lesia Shyshko, Team Leader, Strategic Planning, Partnerships and RBM Unit
<b>Assignment Coordinator:</b>	Ievgen Spivakovskiy, Programme Analyst, Energy and Environment
<b>Payment arrangements:</b>	Lump-sum contract (payments linked to satisfactory performance and delivery of results)
<b>Administrative arrangements:</b>	The consultant is responsible for any equipment and other materials needed for the assignment.
<b>Evaluation method:</b>	Roster Selection followed by desk review with validation interview

## BACKGROUND

### A. Project Title

**Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine**

### B. Project Description

This is the Terms of Reference for the UNDP-GEF Midterm Review (MTR) of the full-sized project titled Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine (Livestock project) (PIMS#6395) implemented through the Direct Implementation Modality, which is to be undertaken in 2024. The project started on the 24 November 2021 and is in its third year of implementation.

This ToR sets out the expectations for this MTR. The MTR process must follow the guidance outlined in the

document *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*<sup>1</sup>

The project started on 24 November 2021 (the Project Document signature date) only three months prior to the Russian invasion. Everything had changed after the war had started and no project arrangements put in place was able to prevent the significant delays that have followed. The project had been operating in very difficult settings and challenging environment since its inception related to

- i) a full-scale war in the country with the government concentrating on rapid response efforts, and associated military and safety related restrictions to some project areas in the target landscape affected by the war,
- ii) an institutional reform related to the transfer of water irrigation mandate from the State Agency of Water Resources (under the Ministry of Environment) to the State Agency on Melioration and Fishery (under the Ministry of Agrarian Policy and Food), which is still ongoing at the regional level. The project is now in its third year of implementation and the MTR needs to be completed by 15 September 2024.

The project was designed to catalyze a transition across the landscape to sustainable livestock farming in peatlands, while restoring key areas for maintenance of ecosystem services to support both vibrant livestock agriculture and biodiversity. This should be achieved through i) implementation of Integrated Land Use Plans (ILUPs); ii) promotion of sustainable livestock production practices and value chains, including a multistakeholder sustainable livestock platform; iii) conservation and restoration of natural habitats; and iv) coordination, learning, information dissemination, and knowledge management. Planned project results include more than 9,000 direct beneficiaries; improved status of biodiversity including 18 globally significant species; 150,000 ha under improved agriculture; 40,000 ha of land restored; 240,000 ha of high value peatlands and steppe forest ecosystems conserved; and increased knowledge and understanding of sustainable livestock practices in wet peat soils. Level of avoidance/absorption of greenhouse gases - over 10,000,000 tons of CO<sub>2</sub>

The Project has four outcomes:

- Outcome 1: Land use across the Northern Ukraine landscape is planned and managed in an integrated manner
- Outcome 2: Livestock and related agricultural production in peatlands is managed sustainably, and does not contribute to land degradation or biodiversity loss
- Outcome 3: Critical habitats in the Northern Ukraine landscape are restored and conserved
- Outcome 4: Sustainable land use and restoration methods are documented and disseminated to catalyze additional positive changes

The main current achievements of the Project (as of 2023):

- Local Coordinators and Project team conducted over 100 meetings with communities, farmers, and representatives of the regional administrations to create and support working groups for developing ILUPs, establish working relationships with agricultural producers interested in cooperating on paludiculture
- Land Use Planning expert was engaged to develop pilot ILUPs in 7 regions of Ukraine
- Draft maps with various layers of information in targeted regions were developed
- A scientific company Michael Succow Foundation was contracted to develop an analytical report

- Compendium on implementing paludiculture in Ukraine. It will serve as an essential scientific basis for educating students and provide clear practical advice for communities/farmers on implementing paludiculture in Polissya region

- The first official transfer of equipment for needs of Polissya Protected areas was conducted. This equipment is intended to enhance management levels and their capacity for environmental monitoring.

<sup>1</sup>[http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance\\_Midterm%20Review%20\\_EN\\_2014.pdf](http://web.undp.org/evaluation/documents/guidance/GEF/mid-term/Guidance_Midterm%20Review%20_EN_2014.pdf)

<b>Project Title:</b>	Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine			
GEF Project ID:	10264		at endorsement (Million US\$)	at completion (Million US\$)
UNDP Project ID:	6395	GEF financing:	6.756	6.756
Country:	Ukraine	IA/EA own:	0	0
Region:	Europe and CIS	UNDP:	0.3	0
Focal Area:	Multi-Focal Areas: Biodiversity Land Degradation Climate Change - Mitigation IP FOLU	Other:	67.085	0
FA Objectives, (OP/SP):	FOLU IP Promoting effective coordination and adaptive management for Food Systems, Land Use and Restoration. SP 1. Integrating biodiversity and ecosystem management into development planning and production sectors activities.			
Executing Agency:	Ministry of Environmental	Total Project Cost:	6.756 (* as per ProDoc)	0.708 (* as of 1 <sup>st</sup> May 2024)

	Protection and Natural Resources of Ukraine			
Other Partners involved:	Ministry of Agrarian Policy and Food State Service of Ukraine for Geodesy, Cartography and Cadastre	ProDoc Signature (date project began):		24.11.2022
		(Operational) Closing Date:	Proposed: 24.11.2026	Actual: 24.11.2026

### C. MTR Purpose

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

The evaluation is integral part of UNDP Ukraine 2024 Evaluation plan. The outcome of evaluation will be shared with the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Regional Technical Adviser based in the region and key stakeholders.

## **DUTIES AND RESPONSIBILITIES**

### D. MTR Approach & Methodology

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

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

The MTR team is expected to follow a collaborative and participatory approach<sup>2</sup> ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), the UNDP Country Office(s), the Nature, Climate and Energy (NCE) Regional Technical Advisor, direct beneficiaries, and other key stakeholders.

<sup>2</sup> For ideas on innovative and participatory Monitoring and Evaluation strategies and techniques, see [UNDP Discussion Paper: Innovations in Monitoring & Evaluating Results](#), 05 Nov 2013.

Engagement of stakeholders is vital to a successful MTR.<sup>3</sup> Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to Ministry of Environmental Protection and Natural Resources of Ukraine, Ministry of Agrarian Policy and Food of Ukraine, Recipients of UNDP support (e.g. protected areas); executing agencies, senior officials and task team/ component leaders, key experts and consultants in the subject area, Project Board, project stakeholders, academia, local government and CSOs, etc. Additionally, the MTR team is expected to conduct 5 working days field visit to Ukraine (Kyiv), and also including visit to Rivne protected area.

The specific design and methodology for the MTR should emerge from consultations between the MTR team and the above-mentioned parties regarding what is appropriate and feasible for meeting the MTR purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The MTR team must, however, use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the MTR report.

The final methodological approach including interview schedule, field visits and data to be used in the MTR should be clearly outlined in the Inception Report and be fully discussed and agreed between UNDP, stakeholders and the MTR team.

The final MTR report must describe the full MTR approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the review.

## E. Detailed Scope of the MTR

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

### 1. Project Strategy

#### Project Design:

- Review the problem addressed by the project and the underlying assumptions. Review the effect of any incorrect assumptions or changes to the context to achieving the project results as outlined in the Project Document.
- Review the relevance of the project strategy and assess whether it provides the most effective route towards expected/intended results. Were lessons from other relevant projects properly incorporated into the project design?
- Review how the project addresses country priorities. Review country ownership. Was the project concept in line with the national sector development priorities and plans of the country (or of participating countries in the case of multi-country projects)?
- Review decision-making processes: were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?
- Review the extent to which relevant gender issues were raised in the project design. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

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

- Were relevant gender issues (e.g. the impact of the project on gender equality in the programme country, involvement of women’s groups, engaging women in project activities) raised in the Project Document?
- If there are major areas of concern, recommend areas for

Results Framework/Logframe:

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

**2. Progress Towards Results**

- Review the logframe indicators against progress made towards the end-of-project targets; populate the Progress Towards Results Matrix, as described in the *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects*; colour code progress in a “traffic light system” based on the level of progress achieved; assign a rating on progress for the project objective and each outcome; make recommendations from the areas marked as “not on target to be achieved” (red).
- Compare and analyse the GEF Tracking Tool/Core Indicators at the Baseline with the one completed right before the Midterm Review.
- Identify remaining barriers to achieving the project objective in the remainder of the project.
- By reviewing the aspects of the project that have already been successful, identify ways in which the project can further expand these benefits.

**3. Project Implementation and Adaptive Management**

Management Arrangements

- Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement.



- Review the quality of execution of the Executing Agency/Implementing Partner(s) and recommend areas for improvement.
- Review the quality of support provided by the GEF Partner Agency (UNDP) and recommend areas for improvement.
- Do the Executing Agency/Implementing Partner and/or UNDP and other partners have the capacity to deliver benefits to or involve women? If yes, how?
- What is the gender balance of project staff? What steps have been taken to ensure gender balance in project staff?
- What is the gender balance of the Project Board? What steps have been taken to ensure gender balance in the Project Board?

Work Planning

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

Finance and co-finance

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

Sources of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount confirmed at CEO Endorsement (US\$)	Actual Amount Contributed at stage of Midterm Review (US\$)	Actual % of Expected Amount

		<b>TOTAL</b>			

- Include the separate GEF Co-Financing template (filled out by the Commissioning Unit and project team) which categorizes co-financing amounts by source as ‘investment mobilized’ or ‘recurrent expenditures’. (This template will be annexed as a separate file.

Project-level monitoring and evaluation systems

- Review the monitoring tools currently being used: Do they provide the necessary information? Do they involve key partners? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required? How could they be made more participatory and inclusive?
- Examine the financial management of the project monitoring and evaluation budget. Are sufficient resources being allocated to monitoring and evaluation? Are these resources being allocated effectively?
- Review the extent to which relevant gender issues were incorporated in monitoring systems. See Annex 9 of *Guidance For Conducting Midterm Reviews of UNDP-Supported, GEF-Financed Projects* for further guidelines.

Stakeholder Engagement

- Project management: Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?
- Participation and country-driven processes: Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision- making that supports efficient and effective project implementation?
- Participation and public awareness: To what extent has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives?
- How does the project engage women and girls? Is the project likely to have the same positive and/or negative effects on women and men, girls and boys? Identify, if possible, legal, cultural, or religious constraints on women’s participation in the project. What can the project do to enhance its gender benefits?

Social and Environmental Standards (Safeguards)

- Validate the risks identified in the project’s most current SESP, and those risks’ ratings; are any revisions needed?
- Summarize and assess the revisions made since CEO Endorsement/Approval (if any) to:
  - The project’s overall safeguards risk categorization.
  - The identified types of risks<sup>4</sup> (in the SESP).

- The individual risk ratings (in the SESP).
- Describe and assess progress made in the implementation of the project’s social and environmental management measures as outlined in the SESP submitted at CEO Endorsement/Approval (and prepared during implementation, if any), including any revisions to those measures. Such management measures might include Environmental and Social Management Plans (ESMPs) or other management plans, though can also include aspects of a project’s design; refer to Question 6 in the SESP template for a summary of the identified management measures.

A given project should be assessed against the version of UNDP’s safeguards policy that was in effect at the time of the project’s approval.

Reporting

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

Communications & Knowledge Management

- Review internal project communication with stakeholders: Is communication regular and effective? Are there key stakeholders left out of communication? Are there feedback mechanisms when communication is received? Does this communication with stakeholders contribute to their awareness of project outcomes and activities and investment in the sustainability of project results?
- Review external project communication: Are proper means of communication established or being established to express the project progress and intended impact to the public (is there a web

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<sup>4</sup>Risks are to be labeled with both the UNDP SES Principles and Standards, and the GEF’s “types of risks and potential impacts”: Climate Change and Disaster; Disadvantaged or Vulnerable Individuals or Groups; Disability Inclusion; Adverse Gender-Related impact, including Gender-based Violence and Sexual Exploitation; Biodiversity Conservation and the Sustainable Management of Living Natural Resources; Restrictions on Land Use and Involuntary Resettlement; Indigenous Peoples; Cultural Heritage; Resource Efficiency and Pollution Prevention; Labor and Working Conditions; Community Health, Safety and Security.

presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)

- For reporting purposes, write one half-page paragraph that summarizes the project’s progress towards results in terms of contribution to sustainable development benefits, as well as global environmental benefits.
- List knowledge activities/products developed (based on knowledge management approach approved at CEO Endorsement/Approval).

#### 4. Sustainability

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

##### Financial risks to sustainability:

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

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

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

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

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

##### Environmental risks to sustainability:

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

#### Conclusions & Recommendations

The MTR consultant/team will include a section in the MTR report for evidence-based **conclusions**, in light of the findings.

Additionally, the MTR consultant/team is expected to make **recommendations** to the Project Team. Recommendations should be succinct suggestions for critical intervention that are specific, measurable, achievable, and relevant. A recommendation table should be put in the report's executive summary. The MTR consultant/team should make no more than 15 recommendations total.

## Ratings

The MTR team will include its ratings of the project's results and brief descriptions of the associated achievements in a *MTR Ratings & Achievement Summary Table* in the Executive Summary of the MTR report. See the TOR Annexes for the Rating Table and ratings scales.

## F. Expected Outputs and Deliverables

The MTR team shall prepare and submit:

- MTR Inception Report: MTR team clarifies objectives and methods of the Midterm Review no later than 1 month before the MTR mission. To be sent to the Commissioning Unit and project management. Completion date: (10.07.2024)
- Presentation: MTR team presents initial findings to project management and the Commissioning Unit at the end of the MTR mission. Completion date: (15.08.2024)
- Draft MTR Report: MTR team submits the draft full report with annexes **within 2 weeks** of the MTR mission. Completion date: (30.08.2024)
- Final Report\*: MTR team submits the revised report with annexed and completed Audit Trail detailing how all received comments have (and have not) been addressed in the final MTR report. To be sent to the Commissioning Unit **within 1 week** of receiving UNDP comments on draft. Completion date: (15.09.2024)

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

## G. Institutional Arrangements

The principal responsibility for managing this MTR resides with the Commissioning Unit. The Commissioning Unit for this project's MTR is UNDP Ukraine Country Office.

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

## H. Duration of the Work

The total duration of the MTR will be approximately 25 working days over a period of 2 months starting 15 July 2024, and shall not exceed five months from when the consultant(s) are hired. The tentative MTR timeframe is as follows:

- 20 June 2024: Application closes

- 5 July 2024: Selection of MTR Team
- 15 July 2024: Prep the MTR Team (handover of project documents)
- 20 July 2024, 5 days: Document review and preparing MTR Inception Report
- 30 July 2024, 5 days: Finalization and Validation of MTR Inception Report- latest start of MTR mission
- 5 August 2024, 5 days: MTR mission: stakeholder meetings, interviews, field visits
- 9 August 2024: Mission wrap-up meeting & presentation of initial findings- earliest end of MTR mission
- 30 August 2024, 5 days: Preparing draft report
- 5 September 2024, 2 days: Incorporating audit trail on draft report/Finalization of MTR report
- 10 September 2024: Preparation & Issue of Management Response
- 16 September 2024: Expected date of full MTR completion The date start of contract is 15 July 2024.

## **I. Duty Station**

The MTR would be conducted home-based with 5 working days field visit to Ukraine Kyiv and Rivne cities.

### **Travel:**

- International travel will be required to Ukraine during the MTR mission;
- The BSAFE training course must be successfully completed prior to commencement of travel; Herewith is the link to access this training: <https://training.dss.un.org/courses/login/index.php> . These training modules at this secure internet site is accessible to Consultants, which allows for registration with private email.
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under <https://dss.un.org/dssweb/>
- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting

documents.

## **REQUIRED SKILLS AND EXPERIENCE**

### J. Qualifications of the Successful Applicants

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

The selection of consultant will be aimed at maximizing the overall qualities in the

following areas: Education

- Educational background (Advanced University degree, Masters or preferably a PhD, Environment, Biodiversity, Agriculture, Economics, Law, Business Administration or related field) – 10 points maximum: (PhD related to Environment/Biodiversity/Agriculture = 10 points, PhD related to other relevant topic = 8 points, Masters related to Environment/Biodiversity/Agriculture = 7 points, Masters related to other relevant topic = 6 points, combined (2 or more) Masters related to relevant topics = 8).

#### Experience

- Extensive (at least 10-year) work experience and proven track record with policy advice and/or project development/implementation related to effective land use and restoration, biodiversity or Climate Change - Mitigation – 20 points maximum: 10-14 years = 14 points; 15-20 years = 16 points; more than 20 years = 20).
- Practical experience (within last seven years) in mid-term or final performance evaluation of at least five international and/or regional projects funded by multilateral agencies (including GEF, UNDP) or other international agencies – 17 points maximum: (5 evaluations = 12 points; 5-10 evaluations = 13 points; more than 10 evaluations = 17 points; evaluations in CIS country +1 point, experience in Ukraine + 2 points).
- Prior experience in designing projects and initiatives in the field of effective land use and restoration – 10 points maximum: (1-3 projects designed - 6 points, 3-5 projects designed - 8 points, over 3 projects designed – 10 points).
- Experience or knowledge of UNDP and GEF monitoring and evaluation policy demonstrated by performance evaluation of at least one other UNDP-GEF project in the past seven years – 7 points maximum: (1-3 evaluations = 5 points, over 3 evaluations = 7 points)

Language

- Language skills – 6 points maximum: (superior writing and oral skills in English = 3 points; knowledge of Ukrainian and/or Russian at the working level = +3 points).

**K. Ethics**

The MTR team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This MTR will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The MTR team must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The MTR team must also ensure security of collected information before and after the MTR and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the MTR process must also be solely used for the MTR and not for other uses without the express authorization of UNDP and partners.

**L. Schedule of Payments**

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

Criteria for issuing the final payment of 40%

- The final MTR report includes all requirements outlined in the MTR TOR and is in accordance with the MTR guidance.
- The final MTR report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

**APPLICATION PROCESS**

**M. Recommended Presentation of Offer**

- a) **Letter of Confirmation of Interest and Availability** using the [template](#)<sup>5</sup> provided by UNDP;
- b) **CV** and a **Personal History Form** ([P11 form](#)<sup>6</sup>);



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

The engagement of individual consultant would be conducted using GPN/ExpRes vetted roster.

## **N. Criteria for Selection of the Best Offer**

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

## **O. Annexes to the MTR ToR**

- **ToR ANNEX A: List of Documents to be reviewed by the MTR Team**
- **ToR ANNEX B: Guidelines on Contents for the Midterm Review Report<sup>7</sup>**
- **ToR ANNEX C: Midterm Review Evaluative Matrix Template**
- **ToR ANNEX D: UNEG Code of Conduct for Evaluators/Midterm Review Consultants<sup>8</sup>**
- **ToR ANNEX E: MTR Ratings and Achievements Summary Table and Rating Scales**
- **ToR ANNEX F: MTR Report Clearance Form**
- **ToR ANNEX G: Audit Trail Template**
- **ToR ANNEX H: Progress Towards Results Matrix**
- **ToR ANNEX I: GEF Co-Financing Template (provided as a separate file)**

## 6.2 Annex 2: Revised Project Logical/Results Framework

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
<b>Project Objective:</b> <i>To promote sustainable livestock management and conserve ecosystems in the Northern Ukraine landscape</i>	1. Number of landscapes or jurisdictions with improved planning & management practices to foster sustainable food systems (FOLUR Component 1 Outcome Indicator 1)	0	0	1	Project reports and documentation; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	<ul style="list-style-type: none"> <li>- Project does not encounter critical risks that derail implementation</li> <li>- Land use managers and planners at all levels are open to project initiatives</li> </ul>
	2. Total area under improved management / Area of landscapes with clarified boundaries and allowable land uses in protected and production systems (FOLUR Component 3 Outcome Indicator 2 / GEF-7 Core Indicator 5)	0	0	2.36 million ha	Project reports and documentation; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	<ul style="list-style-type: none"> <li>- Project does not encounter critical risks that derail implementation</li> <li>- Land use data and corresponding mapping can be achieved cost-effectively at landscape scales</li> </ul>
	3. # direct project beneficiaries: # private sector employees working in sustainably managed enterprises (gender disaggregated) # of public sector employees with improved capacity for integrated landscape management and sustainable agricultural production management (gender disaggregated) # of local resource users with improved sustainability of	N/A (zero beneficiaries)	Total: 1,000: <u>Private sector employees:</u> 100 employees in Northern Ukraine landscape <u>Public sector employees:</u> 10 public sector staff at landscape and national level (4 women, 6 men) <u>Local resource users:</u> Total: 840 (400 men; 440 women)	Total: 9,000: <u>Private sector employees:</u> 1,000 employees in Northern Ukraine landscape (300 women, 700 men) <u>Public sector employees:</u> 100 public sector staff at landscape and national level (40 women, 60 men) <u>Local resource users:</u> Total: 7,600 (3,600 men; 4,000 women)	Number of staff employed in private sector companies directly engaged by the project Number of public sector employees involved in project activities through training, integrated land use planning, and restoration activities Number of local resource users involved in sustainability livelihoods and restoration activities under the project	<ul style="list-style-type: none"> <li>- No large-scale staff turnover in participating enterprises, government institutions, and targeted PAs</li> <li>- Rural residents with resource-dependent livelihoods will benefit from project outcomes</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	livelihoods (gender disaggregated) # of PA staff with enhanced individual capacity (gender disaggregated)  (GEF-7 Core Indicator 11)		<u>PA staff:</u> >50 PA staff with enhanced capacity (10 women, 40 men)	<u>PA staff:</u> >300 PA staff with enhanced capacity (60 women, 240 men)	Number of staff employed at PAs targeted by the project	
	4. Species/ecosystem Indicators:  <u>Peatlands and associated ecosystems, flora:</u> - Stiff club moss ( <i>Lycopodium annotinum</i> ) - Hudson Bay sedge ( <i>Carex heleonastes</i> ) - Common butterwort ( <i>Pinguicula vulgaris</i> ) - Northern bog sedge ( <i>Carex dioica</i> ) - Northern fir moss ( <i>Huperzia selago</i> )  <u>Peatlands and associated ecosystems, fauna:</u> - Greater spotted eagle ( <i>Clanga clanga</i> ) - Corncrake ( <i>Crex crex</i> ) - Great snipe ( <i>Gallinago media</i> ) - Aquatic warbler ( <i>Acrocephalus paludicola</i> ) - Eurasian otter ( <i>Lutra lutra</i> )	<u>Peatlands and associated ecosystems, flora:</u> - Stiff club moss ( <i>Lycopodium annotinum</i> ) - Hudson Bay sedge ( <i>Carex heleonastes</i> ) - Common butterwort ( <i>Pinguicula vulgaris</i> ) - Northern bog sedge ( <i>Carex dioica</i> ) - Northern fir moss ( <i>Huperzia selago</i> )  <u>Peatlands and associated ecosystems, fauna:</u> - Greater spotted eagle ( <i>Clanga clanga</i> ) - Corncrake ( <i>Crex crex</i> ) - Great snipe ( <i>Gallinago media</i> )	No change (project outcomes and impacts not achieved at this stage)	<u>Flora:</u> Non-deterioration of baseline status <u>Fauna:</u> Increase relative to baseline over a rolling 5 year period	Annual flora and fauna monitoring from national partners (e.g. PAs) in key project sites	- Project lifetime is sufficient to allow impacts to be generated and monitored - New threats do not emerge

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	<p>- European pond turtle (<i>Emys orbicularis</i>)</p> <p><u>Steppe forest and associated ecosystems, flora:</u></p> <p>- Floating fern (<i>Salvinia natans</i>)</p> <p>- Rannoch rush (<i>Scheuchzeria palustris</i>)</p> <p>- Steppe forest tree cover</p> <p><u>Steppe forest and associated ecosystems, fauna:</u></p> <p>- Northern birch mouse (<i>Sicista betulina</i>)</p> <p>- European mink (<i>Mustela lutreola</i>)</p> <p>- European bison (<i>Bison bonasus</i>)</p> <p>c- Giant noctule (<i>Nyctalus lasiopterus</i>)</p>	<p>- Aquatic warbler (<i>Acrocephalus paludicola</i>)</p> <p>- Eurasian otter (<i>Lutra lutra</i>)</p> <p>- European pond turtle (<i>Emys orbicularis</i>)</p> <p><u>Steppe forest and associated ecosystems, flora:</u></p> <p>- Floating fern (<i>Salvinia natans</i>)</p> <p>- Rannoch rush (<i>Scheuchzeria palustris</i>)</p> <p>- Steppe forest tree cover</p> <p><u>Steppe forest and associated ecosystems, fauna:</u></p> <p>- Northern birch mouse (<i>Sicista betulina</i>)</p> <p>- European mink (<i>Mustela lutreola</i>)</p> <p>- European bison (<i>Bison bonasus</i>)</p> <p>- Giant noctule (<i>Nyctalus lasiopterus</i>)</p>				
<b>Outcome 1: Land use across the Northern</b>	5. Level of information regarding land status and	Poor information in land cadaster	Detailed methodology and approach for	Comprehensive inventory and update of	Project reports and documentation; Successful	- Project does not encounter critical risks

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
Ukraine landscape is planned and managed in an integrated manner	tenure in Northern Ukraine Landscape	relating to the actual situation on the ground in terms of land status and tenure	updating land status and tenure in cadaster defined	existing database of land in target landscape is completed, accessible to end-users, and a representative sub-set of end-users are trained on use of database	completion of project activities for relevant project components, as verified by the MTR and TE.	that derail implementation - Land use data and corresponding mapping can be achieved cost-effectively at landscape scales
	6. FOLUR Capacity / Training indicator: Status of integrated land use planning in Northern Ukraine (FOLUR global platform wording: <i>“Inclusive, participatory Integrated Land Use Management (ILM) Plans developed (number)”</i> )	No integrated land use planning	ILUP cross-sectoral working group established; Criteria and methodologies defined for assessment of agricultural lands, ecosystem services, and degrees of degradation (0 plans completed at mid-term)	ILUPs completed, accepted by ATCs, and implementation started 83 ATCs in Northern Ukraine Landscape	Project reports and documentation; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	- Project does not encounter critical risks that derail implementation - Land use managers and planners at all levels are open to project initiatives
	7. Status of scientific, methodological, and regulatory basis for sustainable livestock management in wet peat soils (paludiculture)	Poor understanding of sustainable paludiculture by agriculture and regulatory sectors in Ukraine	Technical scope defined for improving scientific, methodological, and regulatory basis for sustainable paludiculture	Compendium produced documenting sustainable paludiculture good practices in Northern Ukraine context; Level of understanding of paludiculture increased in agriculture and regulatory sectors	Education and awareness survey for private and public sector to be completed at project start-up and completion	- Good practices relevant for the Ukrainian context can be documented within the life of the project - Project education and awareness efforts will lead to increased understanding among target audiences
Outcome 2: Livestock and related agricultural production in peatlands is managed sustainably, and does not contribute to land degradation or biodiversity loss	8. Area on which producers apply improved agricultural practices as measured by SDG 2.4.1 (area under sustainable agriculture) (FOLUR Component 2 Outcome Indicator 2 / GEF-7 Core Indicator 4)	0	0 (project not yet at stage where area-based results are achieved)	162,500 hectares <i>(15,000 ha under Output 2.2; 50,000 ha under Output 2.3; 40,000 ha under Output 2.4; 115,000 ha under Output 2.6, of which it is estimated ~50% will not otherwise be double-counted under Outputs 2.2-2.4 = approx. 57,500 ha)</i>	GIS analysis of project partner production area, validated by terminal evaluation	- Project agriculture partners apply improved practices based on support provided through project - The project is able to engage a sufficient number of SME agriculture partners to

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
						achieve the target within the lifetime of the project
	<p>9. Market share of livestock and dairy market in Northern Ukraine ascribed to multi-stakeholder partnership platform for sustainable livestock</p> <p>(FOLUR Component 2 Outcome Indicator 4: “Number of companies / value chain organizations engaged in multi-stakeholder partnership”)</p>	0	0 (multi-stakeholder partnership platform still in development)	Companies representing 10% (preliminary “critical mass” necessary for sustainability of livestock market in Northern Ukraine, in either production volume or pasture area (10% of pasture area = 115,000 ha)	Number of companies formally engaged through the partnership platform, as documented by project related sources (project monitoring documents, websites, etc.), to be validated by terminal evaluation	<ul style="list-style-type: none"> <li>- There are not critical issues involved in establishing partnership platform, so that private sector companies are willing to formally participate</li> <li>- The project can effectively establish communication with the necessary number of private sector partners</li> </ul>
	<p>10. Public and private investments leveraged in support of sustainable commodity value chains through PPP or adoption of sustainability standards and practices (FOLUR Component 2 Outcome Indicator 8)</p> <p><i>(Project specific: Amount of public and private investment leveraged in support of sustainable production and marketing of livestock products originating from the Northern Ukraine Landscape, as measured by (1) “investment mobilized” figure of co-financing given to Component 2</i></p>	0	\$1,000,000	\$48,000,000	<p>For (1) letters of co-financing and annual tracking of co-financing through PIRs;</p> <p>For (2) regular tracking by project manager of any new commitments from any relevant companies and public sources that directly support BD and LD friendly livestock production in Northern Ukraine Landscape</p>	<ul style="list-style-type: none"> <li>- Public and private project partners contribute investment at foreseen levels</li> <li>- Partner contributions support the project objective of sustainable livestock value chains in Northern Ukraine, as planned</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	<i>(evidence – co-financing letters) + any new and additional investment leveraged outside the committed co-financing resources)</i>					
	11. Area of degraded land restored for production (FOLUR Component 2 Outcome Indicator 1 / GEF-7 Core Indicator 3)	0	0 (project activities not yet at stage where land is restored)	32,417 hectares of agricultural lands / peatlands / wetlands	Project reports and documentation, e.g. annual reporting in PIR; Successful completion of project activities for relevant project components, as verified by the MTR and TE. <i>(Note: Baseline determined as per existing methodology and data, which is not comprehensively reflective of ecosystems characteristics. An updated methodology for calculating peatland and steppe forest degradation and deforestation will be determined at the inception phase and described in inception report.)</i>	<ul style="list-style-type: none"> <li>- Degradation is not significantly worse than currently known</li> <li>- Degradation can be changed and documented within project lifetime</li> <li>- New threats do not emerge (or rate of impact of threats does not significantly change)</li> </ul>
	12. Area or number of jurisdictions with improved and participatory approaches for restoration adopted (FOLUR Component 3 Outcome Indicator 1)	0	2 amalgamated communities engaged out of 2 raions, out of 2 oblasts <i>(activity just getting underway at mid-term)</i>	83 amalgamated communities (1/3 of 249 in landscape that have or are adjacent to peatlands, KBA, and PA territories) (out of total of 433 ATCs in landscape) within 7 oblasts (out of 7 in landscape)	Project reports and documentation, e.g. annual reporting in PIR; MoU with communities. Successful completion of project activities for relevant project components, as verified by the MTR and TE.	<ul style="list-style-type: none"> <li>- Project does not encounter critical risks that derail implementation</li> <li>- Stakeholders respond positively to project proposals for restoration, and proposals are publicly supported and adopted</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	13. Number of national multi-stakeholder dialogue mechanisms / platforms effectively operated for sustainable commodity supply chains and across commodities (FOLUR Component 2 Outcome Indicator 6)	N/A (no mechanisms / platforms yet established by project)	0	1 (Output 2.6; Cooperative platform with livestock holding companies, exporters, wholesale and retail companies focusing on procurement, marketing and sale of paludiculture products, including labels/brands/ arranged for key products from target sites)	Project reports and documentation, e.g. annual reporting in PIR; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	- Potential private sustainable commodity supply chain partners remain willing and interested based on terms to be defined for sustainable commodity supply chains
	14. New public-private partnerships developed with FOLUR Community of Practice members, coalition partners (number) (FOLUR Policies / Value Chains indicator)	0	1	2	Project reports and documentation, e.g. annual reporting in PIR; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	- Potential private sustainable commodity supply chain partners remain willing and interested based on terms to be defined for sustainable commodity supply chain partnerships
	15. Global, regional, national and sub-national FOLUR commodity (i.e. livestock) chain policies, standards, etc., influenced or informed by/using FOLUR products (number) (FOLUR Policies / Value Chains indicator)	0	1	5	Project reports and documentation, e.g. annual reporting in PIR; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	- Ukraine government at national or sub-national levels able and willing to adopt livestock value chain policies, standards based on project-supported sustainable livestock outputs
<b>Outcome 3: Critical habitats in the Northern Ukraine landscape are restored and conserved</b>	16. Area of land where degradation is <b>avoided</b> in natural peatland and steppe forest habitats within PAs, through targeted strengthened capacities of PA authorities and staff (FOLUR Component 3 Outcome Indicator 3 / GEF-7 Core Indicator 1)	0	334,729 hectares (area of all targeted PAs) (project should be supporting avoiding any degradation within PAs from the beginning of the project)	334,729 hectares (area of all targeted PAs)	Project reports and documentation, e.g. annual reporting in PIR; Successful completion of project activities for relevant project components, as verified by the MTR and TE.	- Without project interventions, degradation will continue in natural peatland and steppe forest habitats within PAs - Strengthening capacities of PAs at institutional and individual levels will



	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
						contribute to reduced degradation
	<p>17. Landscape area with <b>reduced</b> conversion and degradation of forests &amp; natural habitats:</p> <p>Area of HCV ecosystems (KBAs) outside PAs with improved management for biodiversity through the implementation of buffer zones and corridors (PA corridors and buffer zones identified in district integrated management plans and adopted)</p> <p>(FOLUR Component 2 Outcome Indicator 7)</p>	0	0 hectares ( <i>no ILUPs yet under implementation at this stage of the project</i> )	389,871 hectares	GIS analysis of integrated management plan maps, validated by terminal evaluation	<ul style="list-style-type: none"> <li>- District authorities are able and willing to apply and implement integrated management plans in other district land use planning policies and procedures</li> <li>- Strengthening capacities of land use planning authorities and staff will contribute to the establishment and implementation of PA buffer zones and corridors</li> </ul>
	<p>18. Area of degraded land <b>restored</b> for conservation and environmental services (Area of critical ecosystems restored)</p> <p>(FOLUR Component 3 Outcome Indicator 4)</p>	0	0 ( <i>project activities not yet at stage where land is restored</i> )	3,339 hectares (Lake Svityaz = 2,520 ha; Lake Luky = 673 ha; Lake Peremut = 146 ha)	GIS analysis of targeted project intervention areas  <i>(Note: the target is intended to reflect the area of Lake Svityaz, Lake Luky, and Lake Peremut, which will benefit and be restored from project activities. If the surface area of these lakes changes during the project the target should correspond to the actual area of the lakes.)</i>	<ul style="list-style-type: none"> <li>- Project restoration activities can be completed in project timeframe</li> <li>- Restoration measures are successful in restoring ecosystem services</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	19. Northern Ukraine landscape PA management effectiveness	Nizhin Regional Landscape Park: 37 Mizhrichenskiy Regional Landscape Park: 41 Rivne Nature Reserve: 62 Pripyat-Stokhid National Nature Park: 64 Shatsk National Park: 78 Chornobyl Radiation and Ecological Biosphere Reserve: 70 Nobelskiy National Nature Park: 24 Polissya Nature Reserve: 57 Tsumanskaya Puscha: 42 Drevlianskiy Nature Reserve: 60	Nizhin Regional Landscape Park: 40 Mizhrichenskiy Regional Landscape Park: 44 Rivne Nature Reserve: 65 Pripyat-Stokhid National Nature Park: 66 Shatsk National Park: 80 Chornobyl Radiation and Ecological Biosphere Reserve: 72 Nobelskiy National Nature Park: 27 Polissya Nature Reserve: 60 Tsumanskaya Puscha: 45 Drevlianskiy Nature Reserve: 63	Nizhin Regional Landscape Park: 51 Mizhrichenskiy Regional Landscape Park: 54 Rivne Nature Reserve: 73 Pripyat-Stokhid National Nature Park: 74 Shatsk National Park: 89 Chornobyl Radiation and Ecological Biosphere Reserve: 81 Nobelskiy National Nature Park: 38 Polissya Nature Reserve: 69 Tsumanskaya Puscha: 56 Drevlianskiy Nature Reserve: 72	GEF-7 METT for each PA  <i>(See supporting documentation for rationale of mid-term and terminal evaluation targets. The project activities aim to increase METT scores by 0.5-1 point for METT questions 4, 5, 6, 7, 7c, 12, 18, 21, 21a, 21b, 22, 24, 24a, 24b, 25, and 30)</i>	- Project activities are sufficiently targeted to increase PA METT score - Project results, in terms of increase METT score, can be documented within the timeframe of the project
<b>Outcome 4: Sustainable land use and restoration methods are documented and disseminated to catalyze additional positive changes</b>	20. Existence of capacity development and knowledge management products on agricultural land restoration and paludiculture	Limited technical understanding and methodologies in Ukraine	Designed	Integrated in vocational training of agriculture specialists, hydrologists and farmers, with proper consideration of gender aspects in sustainable cattle management and food production at peatlands	Vocational training of targeted audiences by public sector institutions and academia includes offerings on agricultural land restoration and paludiculture	- Public sector and academic institutions are interested and willing to take up project produced training materials - There is sufficient time to identify and document good practices for sustainable management of agriculture in

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
						peatlands and steppe forest
	21. Participants trained in FOLUR best practices or cross-cutting issues (total number; % female) (FOLUR Capacity / Training indicator)	0	0	50	Monitoring via annual project reporting (i.e. PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	<ul style="list-style-type: none"> <li>- Public sector and academic institutions are interested and willing to take up project produced training materials</li> <li>- There is sufficient time to identify and document good practices for sustainable management of agriculture in peatlands and steppe forest</li> </ul>
	22. Members of FOLUR-supported Communities of Practice (total number of members; % female) (FOLUR Knowledge indicator)	0	5	10	Monitoring via annual project reporting (i.e. PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	<ul style="list-style-type: none"> <li>- Project team, partners, and stakeholders are interested, willing, and have time to participate in FOLUR-supported Communities of Practice</li> <li>- Project team, partners, and stakeholders find value for their personal and professional interests in participating in FOLUR-supported Communities of Practice</li> </ul>
	23. Status of monitoring, reporting and verification (MRV) protocol for assessment of GHG fluxes at peatlands	Limited technical understanding and methodologies in Ukraine	Designed	Validated and integrated in government UNFCCC reporting	National UNFCCC reporting includes data from GHG fluxes in peatlands based on project-produced MRV protocol	<ul style="list-style-type: none"> <li>- National UNFCCC reporting cycles and procedures are timed such that project inputs can be incorporated</li> <li>- The project timeframe is sufficient to undertake technical measures to improve MRV protocols</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
						for GHG fluxes in peatlands
	24. Number of events & documents disseminated to share knowledge beyond FOLUR countries through S-S exchanges, conferences, and global events, including Green Commodities Community of Practice (FOLUR Component 4 Outcome Indicator 4; FOLUR Capacity / Training indicator)	0	2	20	Monitoring via annual project reporting (i.e. PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	<ul style="list-style-type: none"> <li>- Existence of S-S opportunities and channels for knowledge sharing</li> <li>- Exchange events and knowledge sharing is an effective means of knowledge transfer regarding sustainable livestock management</li> </ul>
	25. Diagnostic, analytical, synthesis, communication products and tools (from FOLUR) shared with country stakeholders (number) (FOLUR Knowledge indicator)	0	1	2	Monitoring via annual project reporting (i.e. PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	<ul style="list-style-type: none"> <li>- Project activities provide a valuable basis for the creation of diagnostic, analytical, synthesis and communication products and tools</li> <li>- Effective dissemination of knowledge products regarding sustainable livestock management</li> </ul>
	26. Government counterparts and country project team members participating in global, national and regional forums and workshops (e.g. GLF, CGIAR, Green Commodities Community, Good Growth Platform, multi-stakeholder dialogues, S-S exchanges, commodity value chain events, etc.) (total number of participants; %	0	6, 50% female	10, 50% female	Monitoring via annual project reporting (i.e. PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	<ul style="list-style-type: none"> <li>- Existence of FOLUR-related global, national and regional forums and workshops</li> <li>- Exchange events and knowledge sharing is an effective means of knowledge transfer regarding sustainable livestock management</li> </ul>

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
	female) (FOLUR Capacity / Training indicator)					
	27. Private sector actors or coalitions, commodity value chain events, documents, press releases, etc. citing/using FOLUR products (number) (FOLUR Policies / Value Chains indicator)	0	1	2	Monitoring via annual project reporting (PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	- Effective dissemination of FOLUR products - Exchange events and knowledge sharing is an effective means of knowledge transfer regarding sustainable livestock management
<b>Cross-cutting:</b> <i>Gender mainstreaming during implementation</i>	28. Consistency of project gender mainstreaming approach with project plans	N/A – Project not under implementation; project design includes multiple elements designed to mainstream gender	Gender mainstreaming action plan integrated in project workplan and under implementation	Gender mainstreaming carried out during project implementation, as indicated by: a. Project Board and local stakeholder working groups have gender balance and/or include a gender expert; b. Policies, laws, and regulations developed with project support include gender perspectives, as relevant c. Project events and activities (e.g. trainings) promote gender balance among invited participants, as feasible	Monitoring via annual project reporting (PIR) by project team; Verification at mid-term review and terminal evaluation by independent external experts	- All relevant stakeholders support or are in accordance with gender mainstreaming efforts undertaken by the project - There are not structural demographic issues that will hamper project gender mainstreaming efforts

	Indicators	Baseline	Mid-term Target	End of Project Target	Means of Verification	Assumptions
				<p>d. Project technical training activities proactively recruit participants to achieve gender balance</p> <p>e. Project education and awareness activities are developed and carried out incorporating gender perspectives, as relevant</p> <p>f. Gender disaggregated indicators are reported on annually</p>		
<b>Cross-cutting:</b> <i>Contribution to climate change mitigation</i>	29. Tons of GHG avoided / sequestered (FOLUR Component 3 Outcome Indicator 5 / GEF-7 Core Indicator 6)	N/A (project activities not under implementation)	0 (project activities not yet at stage where GHGs avoided / sequestered)	>15,000,000 t CO <sub>2</sub>	EX-ACT calculation tool	<ul style="list-style-type: none"> <li>- Per assumptions in EX-ACT tool</li> <li>- Project activities are implemented in the manner foreseen in the areas planned</li> </ul>

### 6.3 Annex 3: Base Documents for Review

#	Item	
1	PIF	Delivered
2	UNDP Initiation Plan	Undelivered
3	UNDP Project Document	Delivered
4	UNDP Social and Environmental Screening Procedure (SESP)	Delivered
5	Project Inception Report	Delivered
6	All Project Implementation Reports (PIR's)	Delivered: 2023 and 2024 Undelivered: 2022
7	Quarterly progress reports and work plans of the various implementation task teams	Delivered: Quarterly reports 2023 and 2024 Undelivered: Quarterly reports 2022; workplans and financial reports 2022, 2023 and 2024; Standard Progress Reports 2022, 2023 and 2024
8	Audit reports	Undelivered
9	Finalized GEF focal area Tracking Tools/Core Indicators at CEO endorsement and midterm	Delivered
10	Oversight mission reports	Delivered
11	All monitoring reports prepared by the project	Undelivered
12	Financial and Administration guidelines used by Project Team	Delivered
13	Project operational guidelines, manuals and systems	Delivered
14	UNDP country/countries programme document(s)	Delivered
15	Minutes of the Board Meetings and other meetings (i.e. Project Appraisal Committee meetings)	Delivered: March, 2024 Undelivered: Others in 2022, 2023 and 2024
16	Project site location maps	Delivered
17	M&E System	Delivered
18	Sample of project communications materials	Delivered

<b>19</b>	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	Undelivered
<b>20</b>	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	Delivered: budget revised table Undelivered: CDR 2022, 2023, 2024 and financial reports 2022, 2023 and 2024
<b>21</b>	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	Delivered: Cofinancing letters and files in Ukrainian Undelivered: Co-financing letters, data with actual contributions, final reports and files in English
<b>22</b>	Project deliverables that provide documentary evidence of achievement towards project outcomes	Delivered
	Any additional documents, as relevant.	



## 6.4 Annex 4: Evaluation Matrix

Evaluative Questions	Indicators	Sources	Methodology
<b>Relevance</b>			
<b>Does the project's objective align with the priorities of the local government and local communities?</b>	Level of coherence between project objective and stated priorities of local stakeholders	- Local stakeholders - Document review of local development strategies, environmental policies, etc.	- Local level field visit interviews - Desk review
<b>Does the project's objective fit within the national environment and development priorities?</b>	Level of coherence between project objective and national policy priorities and strategies, as stated in official documents	National policy documents.	- Desk review - National level interviews
<b>Did the project concept originate from local or national stakeholders, and/or were relevant stakeholders sufficiently involved in project development?</b>	Level of involvement of local and national stakeholders in project origination and development (number of meetings held, project development processes incorporating stakeholder input, etc.)	- Project staff - Local and national stakeholders - Project documents	- Field visit interviews - Desk review
<b>Does the project objective fit GEF strategic priorities?</b>	Level of coherence between project objective and GEF strategic priorities (including alignment of relevant focal area indicators)	- GEF strategic priority documents for period when project was approved - Current GEF strategic priority documents	- Desk review
<b>Was the project linked with and in-line with UNDP priorities and strategies for the country?</b>	Level of coherence between project objective and design with UNDAF, CPD	- UNDP strategic priority documents	- Desk review
<b>How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?</b>	- Links to international commitments and national policy documents, relationships established, level of coherence between project design and implementation approach.	- Project documents - National policies or strategies, websites, project staff, project partners - Data collected throughout the mission	- Desk study - Interview with project staff - Observation - Focus groups
<b>What are the decision-making processes -project governance oversight and accountabilities?</b>	- Roles and Responsibilities of stakeholders in project implementation. - Partnership arrangements.	- Project documents - National policies or strategies, websites, project staff, project partners	- Desk study - Interview with project staff - Observation - Focus groups

Evaluative Questions	Indicators	Sources	Methodology
		- Data collected throughout the mission	
<b>What extent does the project contribute towards the progress and achievement of the Sustainable Development Goals (SDG)?</b>	Project alignment with the SDGs	- Project documents	- Desk study
<b>What extent does the Government support (or not support) the Project, understand its responsibility and fulfil its obligations?</b>	Meetings of the Project Board, Technical Team, Consultation Groups	- Minutes - Project documents	- Desk study
<b>Effectiveness</b>			
<b>Are the project objectives likely to be met? To what extent are they likely to be met?</b>	Level of progress toward project indicator targets relative to expected level at current point of implementation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>What are the key factors contributing to project success or underachievement?</b>	Level of documentation of and preparation for project risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?</b>	Presence, assessment of, and preparation for expected risks, assumptions and impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?</b>	Actions undertaken to address key assumptions and target impact drivers	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
<p><b>What has been (to date) this projects progress towards the expected results and log frame indicators?</b>  <b>How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?</b></p>	<ul style="list-style-type: none"> <li>- Progress toward impact achievements</li> <li>- Results of Outputs</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> <li>- Consultation with Project Board Members</li> <li>- PMU</li> <li>- Field Observation and discussion with beneficiaries</li> </ul>
<p><b>What has been the progress to date and how has it led to, or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women’s empowerment, improved governance etc...).</b>  <b>How cross cutting areas been included in the project are results framework and monitored on an annual basis?</b></p>	<ul style="list-style-type: none"> <li>- Stakeholder involvement effectiveness</li> <li>- Gender gap</li> <li>- Plans and policies incorporating initiatives</li> <li>- Record of comments and response of stakeholders</li> <li>- Positive or negative effects of the project on local populations.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> <li>- Consultation with Project Board Members</li> <li>- PMU</li> <li>- Field Observation and discussion with beneficiaries</li> </ul>
<p><b>What does the GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.</b></p>	<ul style="list-style-type: none"> <li>- GEF Tracking Tool at the Baseline indicate when compared with the one completed right before the Terminal Review.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
<p><b>What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?</b></p>	<ul style="list-style-type: none"> <li>- Number of barriers in the project</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> </ul>
<p><b>What aspects of this project s implementation approach (pilots) (enabling activities) has been particularly successful or negative (as told by consults) and how might the project</b></p>	<ul style="list-style-type: none"> <li>- Number of project achievements</li> <li>- Progress toward impact achievements.</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
<b>stakeholders further expand or correct these benefits.</b>			
<b>Do the results framework indicators have a SMART focus?</b>	Results framework indicators	M&E reports	- Desk review
<b>Are the mid-term and end-of-project goals achievable?</b>	% of results and results achieved: Progress towards the results framework	- M&E reports - ProDoc	- Desk review
<b>Efficiency</b>			
<b>Is the project cost-effective?</b>	<ul style="list-style-type: none"> <li>- Quality and adequacy of financial management procedures (in line with UNDP, UNOPS, and national policies, legislation, and procedures)</li> <li>- Financial delivery rate vs. expected rate</li> <li>- Management costs as a percentage of total costs</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	- Desk review
<b>Are expenditures in line with international standards and norms?</b>	Cost of project inputs and outputs relative to norms and standards for donor projects in the country or region	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Interviews with project staff</li> <li>- Desk review</li> </ul>
<b>Is the project implementation approach efficient for delivering the planned project results?</b>	<ul style="list-style-type: none"> <li>- Adequacy of implementation structure and mechanisms for coordination and communication</li> <li>- Planned and actual level of human resources available</li> <li>- Extent and quality of engagement with relevant partners / partnerships</li> <li>- Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- National and local stakeholders</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> <li>- Interviews with national and local stakeholders</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
<b>Is the project implementation delayed? If so, has that affected cost-effectiveness?</b>	<ul style="list-style-type: none"> <li>- Project milestones in time</li> <li>- Planned results affected by delays</li> <li>- Required project adaptive management measures related to delays</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<b>What is the contribution of cash and in-kind co-financing to project implementation?</b>	Level of cash and in-kind co-financing relative to expected level	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<b>To what extent is the project leveraging additional resources?</b>	Amount of resources leveraged relative to project budget	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<b>What is project related progress in the following 'implementation' categories?</b>	<ul style="list-style-type: none"> <li>- Number of project achievements</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<b>Management Arrangements and Implementation Approach (including any evidence of Adaptive management and project coordination and km with pilots)</b>	<ul style="list-style-type: none"> <li>- Project management and coordination effectiveness</li> <li>- Number of project achievements in pilots</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> <li>- Interviews with project staff</li> </ul>
<b>How has the finances been managed, delivered and spent per outputs per year? What percentage is delivered to date? Is it low?</b>	<ul style="list-style-type: none"> <li>- Percentage of expenditures in proportion with the results</li> <li>- Financial Systems and effectiveness transparency</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> </ul>	<ul style="list-style-type: none"> <li>- Desk review</li> </ul>
<b>Results</b>			
<b>Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?</b>	<ul style="list-style-type: none"> <li>- Level of project implementation progress relative to expected level at current stage of implementation</li> <li>- Existence of logical linkages between project outputs and outcomes/impacts</li> </ul>	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> </ul>

Evaluative Questions	Indicators	Sources	Methodology
<b>Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?</b>	Existence of logical linkages between project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Are impact level results likely to be achieved? Are the likely to be at the scale sufficient to be considered Global Environmental Benefits?</b>	- Environmental indicators - Level of progress through the project's Theory of Change	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Sustainability</b>			
<b>To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?</b>	- Financial requirements for maintenance of project benefits - Level of expected financial resources available to support maintenance of project benefits - Potential for additional financial resources to support maintenance of project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Do relevant stakeholders have or are likely to achieve an adequate level of "ownership" of results, to have the interest in ensuring that project benefits are maintained?</b>	Level of initiative and engagement of relevant stakeholders in project activities and results	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?</b>	Level of technical capacity of relevant stakeholders relative to level required to sustain project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>To what extent are the project results dependent on socio-political factors?</b>	Existence of socio-political risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>To what extent are the project results dependent on issues relating to institutional frameworks and governance?</b>	Existence of institutional and governance risks to project benefits	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
<b>Are there any environmental risks that can undermine the future flow of project impacts and Global Environmental Benefits?</b>	Existence of environmental risks to project benefits	- Project documents	- Field visit interviews - Desk review
<b>What are the financial risks to sustainability?</b>	Financial risks;	- Project documents	- Desk review
<b>What are the Socio-economic risks to sustainability?</b>	Socio-economic risks and environmental threats.	- Project documents	- Desk review
<b>Institutional framework and governance risks to sustainability?</b>	- Institutional and individual capacities	- Project documents	- Desk review
<b>Gender equality and women's empowerment</b>			
<b>How did the project contribute to gender equality and women's empowerment?</b>	Level of progress of gender action plan and gender indicators in results framework	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>In what ways did the project's gender results advance or contribute to the project's biodiversity outcomes?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Were women's groups, NGOs, civil society orgs and women's ministries adequately consulted and involved in project design? If not, should they have been?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Were stakeholder engagement exercises gender responsive?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation?</b>	Existence of logical linkages between gender results and project outcomes and impacts	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review

Evaluative Questions	Indicators	Sources	Methodology
<b>Cross-cutting and UNDP Mainstreaming Issues</b>			
<b>How were effects on local populations considered in project design and implementation?</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Extent to which the allocation of resources to targeted groups takes into account the need to prioritize those most marginalized.</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme documents.</b>	Links between the project and the priorities of the UNDP Country Program.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Whether project outcomes have contributed to better preparations to cope with disasters or mitigate risk</b>	Risk mitigation	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review
<b>Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized</b>	Positive or negative effects of the project on local populations.	- Project documents - Project staff - Project stakeholders	- Field visit interviews - Desk review



Evaluative Questions	Indicators	Sources	Methodology
<b>groups benefited from the project</b>			
<b>The poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction</b>	Positive or negative effects of the project on local populations.	<ul style="list-style-type: none"> <li>- Project documents</li> <li>- Project staff</li> <li>- Project stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>- Field visit interviews</li> <li>- Desk review</li> </ul>

## 6.5 Annex 5: Evaluation Scales

### Evaluation rating table

Measure	MTR Rating	Achievement Description
Project Strategy		
Progress Towards Results	Objective Achievement Rating:	
	Outcome Achievement Rating: 1	
	Outcome Achievement Rating: 2	
	Outcome Achievement Rating: 3	
	Outcome Achievement Rating: 4	
	Etc.	
Project Implementation & Adaptive Management		
Sustainability		
Overall Likelihood of Sustainability		

Rating scale used:

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

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

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

## **6.6 Annex 6: Interview questions**

### **Questions to PMU and project board members and other stakeholders**

#### **Relevance**

1. How does the project's objective align with the priorities of the local government and local communities?
2. How does the project's objective fit within the national environment and development priorities?
3. Where and how did the project concept originate from? How are relevant stakeholders involving in the project development process?
4. How relevant and effective has this project's strategy and architecture been? Is it relevant? Has it been effective? Does it need to change?
5. What are the decision-making processes -project governance oversight and accountabilities?

#### **Effectiveness**

6. Are the project objectives likely to be met? To what extent are they likely to be met?
7. What key factors are contributing to project success or underachievement?
8. What are the key risks and barriers that remain to achieve the project objective and generate Global Environmental Benefits?
9. To what extent are the key assumptions and impact drivers relevant to the achievement of Global Environmental Benefits likely to be met?
10. How do the key stakeholders feel this project has progressed towards the outcome level results (as stated in the original documents- inception report)?
11. How cross cutting areas have been included in the project's results framework and how do they monitor on an annual basis?
12. What are the remaining barriers to achieving the expected results as told by stakeholders interviewed?

#### **Efficiency**

13. Are expenditures in line with international standards and norms?
14. How does the project implementation approach efficient for delivering the planned project results?
15. Is the project implementation delayed? If so, has that affected cost-effectiveness?
16. What is the contribution of cash and in-kind co-financing to project implementation?
17. To what extent is the project leveraging additional resources?
18. What is project related progress in the following 'implementation' categories?

#### **Results**

19. Have the planned outputs been produced? Have they contributed to the project outcomes and objectives?

20. Are the anticipated outcomes likely to be achieved? Are the outcomes likely to contribute to the achievement of the project objective?
21. Are impact level results likely to be achieved? Are they likely to be at the scale sufficient to be considered Global Environmental Benefits?

### **Sustainability**

22. To what extent are project results likely to be dependent on continued financial support? What is the likelihood that any required financial resources will be available to sustain the project results once the GEF assistance ends?
23. Do relevant stakeholders have or are likely to achieve an adequate level of “ownership” of results, to have the interest in ensuring that project benefits are maintained? What measures have been implemented for creating project ownership among relevant stakeholders?
24. Do relevant stakeholders have the necessary technical capacity to ensure that project benefits are maintained?
25. To what extent are the project results dependent on socio-political factors or on issues relating to institutional frameworks and governance or environmental? What kind socio-political factors influence the project results?

### **Gender equality and women’s empowerment**

26. How did the project contribute to gender equality and women’s empowerment?
27. In what ways did the project’s gender results advance or contribute to the project’s biodiversity outcomes?

### **Cross-cutting and UNDP Mainstreaming Issues**

28. How did the considered project design and implementation process effect on local population?
29. Which cross-cutting and UNDP mainstreaming issues were more considered by project implementation?

## **6.7 Annex 7: List of people met and interviewed for the MTR**

### **04/09/2024, Wednesday**

- Roman Shakhmatenko, UNDP Team Leader Energy and Environment Portfolio
- Josh Brann, International Technical Advisor

### **09/09/2024, Monday**

- PMU
- Pavlo Ivanov – Head of the Department of Nature Reserve Fund and Biodiversity, Ministry of Environmental Protection and Natural Resources of Ukraine
- Ievgen Fedorenko – Deputy Minister, GEF Focal Point
- Viktoria Kireeva – Deputy Minister on Climate Change issues
- Dmytro Makarenko, Head of State Land Cadastre
- Anton Tarasenko - Deputy Director General of the State Enterprise Center of the State Land Cadastre

### **10/09/2024, Tuesday**

- Petro Tiestov - Head of the expert department of the NGO “Ukrainian Nature Conservation Group
- Oleksii Pinchuk – Head of the Directorate for International Affairs
- Olena Dadus - Deputy Director of the Department, Head of the Livestock and Breeding Management of the Department of Agricultural Development at the Ministry of Agrarian Policy and Food of Ukraine
- Taras Kot -State Agency of Ukraine for the Development of Land Reclamation, Fisheries and Food Programs
- Andriy Myshkin - Chairman of the State Institution “Ukrainian Hydromelioration Systems”

### **11/09/2024, Wednesday**

- Oleksandr Golubtsov – land use planning expert
- Oleksandr Korniyuchuk - Director of the Institute of Feed and Agriculture of Podillia, National Academy of Agrarian Sciences, Vinnytsia
- Mykhailo Khoriev – peatlands restoration and melioration expert
- Roman Korinets – director of National association of agricultural advisory services of Ukraine
- Ivan Pankiv – president of National association of agricultural advisory services of Ukraine, director of Lviv agricultural advisory service
- Sergiy Obrizan – Senior scientist
- Denys Vyschnevskiy – Head of scientific Department

### **12/09/2024, Thursday**

- Roman Khimka – local technical advisor for Kyiv and Zhytomyr regions
- Oksana Konovalenko, Head of Water Practice, WWF-Ukraine
- Volodymyr Merezhko – local technical advisor for Vinnytsia and Khmelnytskyi regions
- Rymma Oleksenko – local technical advisor for Chernihiv region
- Inna Hoch

### **13/09/2024, Friday**

- Volodymyr Zakharchuk, Rivne Oblast State Administration

- Andrii Lyshchuk – local technical advisor for Volyn and Rivne regions

### 6.8 Annex 8: 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 imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

#### MTR Consultant Agreement Form

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

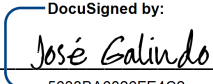
Name of Consultant: \_\_\_\_\_ José Fernando Galindo Zapata

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 \_\_\_\_\_ Quito Ecuador \_\_\_\_\_ on \_\_\_\_\_ 24/09/2024

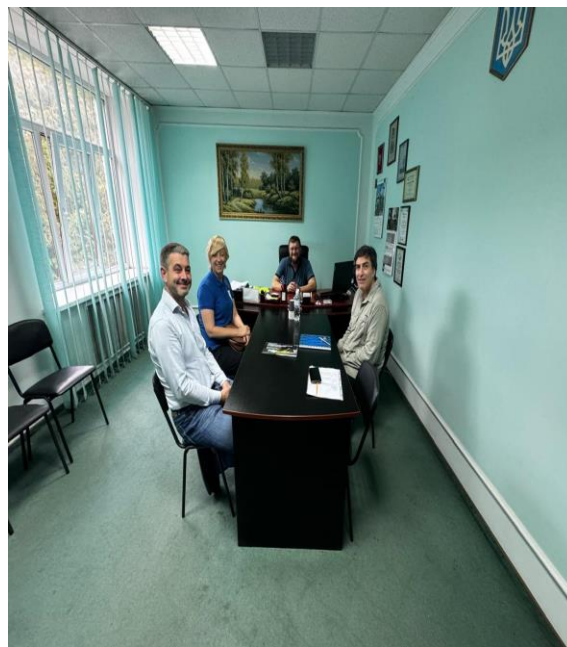
Signature: \_\_\_\_\_


  
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## 6.9 Annex 9: Mission Photographic Record





### 6.9 Annex 10: TE Report Clearance Form

Mid-Term Review of the Project “Promoting sustainable livestock management and ecosystem conservation in Northern Ukraine” Reviewed and Cleared By:

Commissioning Unit (M&E Focal Point)

Natalia Kozenko

Name: \_\_\_\_\_

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

DocuSigned by:  
*Natalia Kozenko*  
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Date: 30-Oct-2024

Regional Technical Advisor

Monica Moldovan

Name: \_\_\_\_\_

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

Signed by:  
*Monica Moldovan*  
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Date: 30-Oct-2024

